

SIMON FRASER UNIVERSITY

Office of the President

MEMORANDUM

To: Senate Committee on Agenda and Rules
From: Michael Stevenson, President
Subject: International Activities - Policy Revision and Administrative Matters
Date: October 16, 2001

In its deliberations on 11 September 2001, the Senate Committee on International Activities (SCIA) determined that the following recommendations be made to Senate.

Motion

That Senate approves and recommends to the Board of Governors the revised Policy on International Activities - GP 23 dated September 11, 2001 to take effect immediately upon approval.

1. Changes resulting from the Ad Hoc Committee to Review the Eastern Indonesia Universities Development Project

Proposed revision to GP 23 University Policy on International Activities - Attachment 1

Response (by SCIA) to the Ad Hoc Senate Committee to Review the Eastern Indonesia Universities Development Project - Attachment 2

SCIA has reviewed the recommendations of the Ad Hoc Senate Committee to Review the Eastern Indonesia Universities Development Project. SCIA has developed the proposed revision based on the recommendations contained in the Ad Hoc Committee Report and its response to those recommendations.

2. Administrative Changes

Changes have been recently made in personnel and reporting relationships in support of the university's international activities based on recommendations emerging from an *ad hoc* internal review of the university's approach to international activity. Briefly, a full-time, Acting Executive Director of International Activities has been appointed and charged with reviewing and recommending to the President, further action to be taken as a result of the internal review report. A new notional entity entitled "SFU International" has been proposed with responsibility to facilitate and support decentralized, Faculty-based international activities. The Executive Director is responsible to the President, who in turn, is now responsible for International Activities. Accordingly, the wording of the university's policy on international activities needs to reflect these changes.

3. Guidelines to assist the university community in preparing proposals and agreements related to international activities (Attachment 3)

This document has been prepared to assist university personnel to prepare proposals and agreements. It has been approved by SCIA and is forwarded to Senate for information.

Attachments

DRAFT PROPOSED REVISIONS

SIMON FRASER UNIVERSITY

University Policy on International Activities (GP 23)

1.0 General

International activities at Simon Fraser University include: study-abroad programs for domestic students; an international student presence on campus; student and faculty exchanges with foreign institutions, credit and non-credit instructional program delivery; and customized education programs for international clients, delivered either in Canada or abroad. The University also engages in projects that contribute to an improved quality of life in host countries, complement the University's academic mission and support the University's role as a responsible and responsive international centre of higher learning.

These activities impose on the University and its members the responsibility to ensure that international activities are consistent with institutional values and practices, especially when the policies and practices of a host government overseas may be subject to criticism.

2.0 Policy Purpose

Where international activities require approval by the institution, policy guidance is required to: safeguard the University's reputation; ensure the proper disposition of University resources; assist in making informed judgements about the desirability of specific international agreements; and ensure that these activities support the University's mission.

This Policy provides conditions, assessment principles and procedures to guide decisions affecting University participation in cases where the institution's name or resources are associated with an international activity.

3.0 Policy Applicability

3.1 This Policy applies to international activities that are undertaken in the name of the University and delivered either in Canada or abroad. All international activities undertaken by the University on the basis of a contract, contribution agreement, letter of understanding or similar document require the approval of the ~~Vice President,~~ Academic President, regardless of the delegated signing authority. Where Senate or the Board of Governors approval is required, such approval must also be obtained.

3.2 Appendix A provides an illustrative list of international activities to which the Policy applies.

3.3 Research, and international activities undertaken by individual faculty, staff or students on their own behalf, are not covered by this Policy.

4.0 Assessment Guidelines Reflecting the University's Values and Principles

The following conditions shall be taken into account when assessing the desirability of entering into an international agreement:

SFU's Mission, Academic Standards and Practices

4.1 the activity complements the University's academic mission and meets its academic standards;

4.2 the activity conforms to all current University policies with particular attention to those policies governing academic freedom, research, and ethics and service contracts;

4.3 the activity, while respecting cultural differences, adheres to the principles of academic freedom

4.4 the activity supports the equitable participation of women and other equity designated groups;

4.5 the activity is designed to protect the safety of University personnel on overseas assignment, and to provide assistance and advice to non-SFU personnel associated with the activity, when their safety may be at risk;

4.6 the activity guarantees University control over student access to its study programs; and

4.7 the activity acknowledges University authority to select and administer its own personnel.

Human Rights and Legal Requirements

4.8 ~~3~~ the activity conforms to the legal rights and obligations enshrined in international laws, covenants and declarations to which Canada is a signatory;

4.4 ~~9~~ the activity mitigates rather than abets the violation of human rights;

4.5 ~~the activity has either a neutral or a beneficial effect on the environment;~~

4.6 ~~the activity supports the equitable participation of women;~~

Interface with the Community

4.10 the activity has either a neutral or a beneficial effect on the environment;

4.118 the activity, in both its planning and its implementation, embodies practices that advance partnership with the people most affected by the undertaking;

4.12 The desirability of University involvement in an international activity should increase in proportion to the benefits bestowed locally on individuals and communities as a consequence of the activity.

~~**4.9** the activity is designed to protect the safety of University personnel on overseas assignment;~~

~~**4.10** the activity guarantees University control over student access to its study programs; and~~

~~**4.11** the activity acknowledges University authority to select and administer its own personnel.~~

5.0 Human Rights Considerations

From time to time, international activities will be proposed in countries where there may be ethical concerns about the possible denial of human rights. It is the University's responsibility to determine to the best of its ability that the activities it engages in contribute to the dignity and well being of its foreign partners and do not act as instruments of abuse.

When assessing the human rights implications of any international activity, the following principles shall apply:

5.1 ~~The practices of a~~An international activity taking place within a country governed by an abusive political regime should be assessed on ~~their~~its own merits.

5.2 The closer the connection between an international activity and a foreign agency that is known to abuse human rights, or the closer the connection to the offending practices themselves, the less acceptable the University's participation.

5.3 Individuals who live under an abusive regime should not be additionally penalized by being denied access to assistance through international cooperation.

~~**5.4** The desirability of University involvement in an international activity should increase in proportion to the benefits bestowed locally on individuals and communities as a consequence of the activity.~~

~~**5.45**~~ Without abrogating the University's academic values, the culture of a host country should be taken into account and treated with sensitivity when assessing the human rights implications of an international activity.

~~5.6 While respecting cultural differences, the principle of academic freedom must be upheld in all international activities involving the University and a foreign partner.~~

5.57 International activities should assist local recipients of assistance to make informed judgements about human rights.

6.0 The Senate Committee on International Activities (SCIA)

6.1 Designation

The Senate Committee on International Activities (SCIA) is a Standing Committee (Reporting Category "B".)

6.2 Membership

Members	Conditions	Term
Vice President, Academic (or designate)		Chair
President (or designate)	Chair, Ex-officio	
Vice-President, Academic (or designate)	Ex-officio	
-Senator (Faculty Member)	Elected by and from Senate	2 years
Senator (Faculty Member)	Elected by and from Senate	2 years
Senator (Faculty Member)	Elected by and from Senate	2 years
Senator (At-large)	Elected by and from Senate	2 years
Senator (Undergraduate Student)	Elected by and from Senate	2 years
Graduate Student (At-large)	Elected by Senate	2 years
Executive Director, SFU International	Ex-officio	
Secretary (Non-voting)	Director Staff Member, Office of International Cooperation	
Ex Officio	Executive Director, International Relations	

The Committee shall meet at least once each semester and at the call of the Chair.

Quorum shall be a simple majority of the voting members.

The Committee may strike sub-committees as required, such as the International Student Exchange Committee.

6.3 Terms of Reference

6.3.1 To ensure that proposals for international activities meet the conditions and criteria established by the University Policy on International Activities, and the University Policy on Service Contracts.

6.3.2 To ensure broad consultation prior to the final approval of any proposal covered by this policy for which human rights considerations are likely to be a concern.

6.3.3 To advise the ~~Vice-President, Academic~~ President with respect to the desirability of entering into international activities that are proposed to be undertaken by the University on the basis of a contract, contribution agreement, letter of understanding, or similar document.

6.3.4 To maintain an overview and familiarity with international agreements that are entered into by academic or administrative units.

6.3.5 To report annually to Senate.

6.4 Procedures

6.4.1 The Committee shall be provided with copies of international activity proposals and whatever other information is needed to administer this Policy, based on procedures to be determined by the Committee.

6.4.2 Every proposal shall indicate that it has the approval of the appropriate Chair or Director, and Faculty Dean and shall contain a statement of goals and objectives, a clear disclosure of the proposed activities and a budget.

6.4.3 Proposals shall be accompanied by verification that the prospective parties to the activity have been given a copy of the University Policy on International Activities.

6.4.4 Proposals shall be submitted to the Secretary of SCIA for distribution to the Committee.

6.4.5 The Committee shall review each proposal to ensure compliance with the University Policy on International Activities and shall recommend acceptance, modification or rejection to the ~~Vice President, Academic~~ President. Where approval of the Senate or the Board of Governors is required, the ~~Vice President, Academic~~ President shall inform the appropriate body(ies) of the Committee's recommendation.

6.4.6 Where there is concern on the part of SCIA that any international activity which uses the University's name or resources may be in non-compliance with this Policy, the Committee shall be entitled to receive further information and shall report to the ~~Vice President, Academic~~ President regarding any violations that may be discovered.

6.4.7 Copies of international activity contracts or other agreements shall be provided to the Office of International Cooperation where they shall be kept on file and be open for inspection by members of the University community.

Interpretation

Questions of Policy interpretation or application shall be referred to the President whose decision shall be final.

APPENDIX A

Illustrative List of International Activities to Which the Policy Applies

The Policy applies to all international activities undertaken in the University's name except where explicitly excepted, such as research activities requiring the approval of the ~~Vice President, Research~~ Vice-President, Research. Examples of international activities to which the Policy applies, include:

- cooperation agreements between institutions
- university arrangements governing graduate and undergraduate student exchanges, study abroad opportunities for domestic students (including field schools), and non-credit international study ~~and~~ tours
- tours
- study abroad opportunities for international students coming to SFU
- education and training programs for international clients, including English language training provided outside of ongoing approved programs such as the English Language Bridge Program, and the English Language and Culture Program
- arrangements for the delivery, sale or licensing outside Canada of the University's credit and non-credit courses, and degree completion programs
- international service contracts
- international development assistance projects
- international development projects funded by the International Development Research Centre
- commercial, joint-venture partnerships that use the University's resources or that trade on the University's name and reputation

International research projects undertaken in the name of the institution shall adhere to the spirit of this Policy and shall be submitted for review, or reported for information to the Senate Committee on International Activities at the discretion of the ~~Vice-President, Research~~ Vice-President, Research.

Approved by Senate: May 11, 1998

Approved by the Board of Governors: May 28, 1998

1. 1.0 paragraph 2. Addition of "..and practices in the middle of the sentence.
2. The President replaces the Vice-President, Academic throughout the policy since SFU International Office will now report to the President.
3. 3.3 "Research and .." have been added at the start of the sentence.
4. 4.0 Assessment Guidelines Reflecting the University's Values and Principles The underlined section has been added to the title, and 3 sub-headings have been added in 4.0
SFU's Mission, Academic Standards and Practices
Human Rights and Legal Requirements
Interface with the Community
5. The new 4.3 is a reworking of the old 5.6
6. The new 4.4 is a reworking of the old 4.6 and 4.7
7. The new 4.5 is a reworking of the old 4.9
8. The new 4.6 is a renumbering of the old 4.10
9. The new 4.7 is a renumbering of the old 4.11
10. The new 4.8 is a renumbering of the old 4.3
11. The new 4.9 is a renumbering of the old 4.4
12. The new 4.10 is a renumbering of the old 4.5
13. The new 4.11 is a renumbering of the old 4.8
14. The new 4.12 is a renumbering of the old 5.4
15. In 5.1 the words "The practices of .." have been removed from the start of the sentence.
16. In 6.2, The President (or designate) is to chair SCIA, and the Vice-President, Academic (or designate) is added to the membership. The Executive Director of SFU International substitutes for the Executive Director, International Cooperation, and a non-voting secretary is added to the committee.
17. Appendix A, minor wording revisions have been added to the bulleted list.

**Response of the Senate Committee on International Activities
to the**

**Recommendations of the Ad Hoc Senate Committee to Review the
Eastern Indonesia Universities Development Project (EIUDP)**

Background

On March 5, 2001, Senate discussed the Report prepared by the Senate Ad Hoc Committee to Review the Eastern Indonesia Universities Development Project. Senate commended the Committee for the high quality of its Report.

The Senate Committee on International Activities (SCIA) was asked to consider the recommendations contained in the Report, and provide Senate its proposed responses to those recommendations.

SCIA began consideration of the Report's recommendations at its meeting on May 8, 2001. A special meeting was held on May 31, 2001 to complete the review and discussion of the Report's recommendations. On June 12, 2001, SCIA met with members of the Ad Hoc Committee to clarify the intent of several of their recommendations prior to finalizing its response.

SCIA is pleased to submit to Senate its response to the Ad Hoc Committee's Report. Since SCIA's response to several of the recommendations requires amendment to the University's Policy on International Activities, SCIA is also pleased to submit a proposed revision to the University's Policy on International Activities. A third and final document for Senate's information are proposed guidelines that SCIA will be issuing to assist members of the community who are bringing forward proposals for new international activities.

Responses to the Ad Hoc Committee's Recommendations

Recommendation 1

Revisit the SFU Policy on International Activities with an eye to grouping its values and objectives in logical groups, possibly in the way it is done in this Report.

We agree that the Policy should be re-drafted so that it is clearer and flows more logically. A re-draft of the Policy will be presented to Senate for consideration.

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Recommendation 2

Discuss the principle of 'minimal impairment' and see how it applies to the Policy, particularly as a tool for SCIA to appraise projects planned for societies in conflict.

The Ad Hoc Committee clarified for SCIA that it believes the various objectives and principles noted in SFU's Policy on International Activities to be inseparable. They also recognize that pursuit of one objective may limit or adversely affect the achievement of others. Believing that no one objective should take precedence over others, as a matter of policy, the Ad Hoc Committee recommends that SCIA apply the concept of "minimal impairment" when considering new proposals, so as to ensure that the pursuit of one objective or principle has no more than minimal adverse impact on any other objective or principle.

SCIA agrees with the Ad Hoc Committee that:

- (1) no one objective in the Policy should prevail over others;
- (2) proposed initiatives be considered carefully, each on their own merit, and
- (3) when formulating its recommendations, SCIA will need to take into account the University's and the particular initiative's various objectives and make careful judgements as to whether the overall balance is acceptable, and that certain objectives are not too adversely affected by others.

Recommendation 3

Develop a position paper on implementation of the policy, based on University experience, particularly in EIUDP. Circulate a draft to experts, and then circulate a subsequent draft more widely for community discussion.

SCIA does not believe there is a need to draft and circulate a discussion paper along the lines proposed. SCIA prefers to submit to Senate, along with its response to the Ad Hoc Committee's recommendations, an amended and re-structured Policy on International Activities, as well as guidelines that SCIA will provide to members of the University community to assist them in planning new international initiatives.

Recommendation 4

Study a change in the policy to extend safety to 'participants' from 'personnel' as is currently provided.

It is impractical, if not impossible, in most cases for SFU to assure the safety of non-SFU personnel working on international initiatives -- particularly when they are nationals of the host country where the activity takes place. SCIA recommends that the Policy not be amended to provide safety assurances to non-SFU personnel. That said, SCIA believes that SFU should provide whatever assistance and advice it can to help non-SFU personnel, associated with our international initiatives, when their safety may be at risk. SCIA recommends that this principle be reflected in SFU's revised Policy on International Activities.

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Recommendation 5

Continue to use extensive methods of consultation about projects, and try to establish a dialogue about international activities (involving EIUDP methods like forums and advisory committees). Could the Centre for Dialogue be used for this purpose?

SCIA recommends against engaging in frequent, routine consultations on all projects. This would become costly in terms of time and money while not achieving the objective, which SCIA sees as consulting the community when a particular activity raises serious questions about the propriety or wisdom of the University's involvement.

However, SCIA is very sensitive to its responsibilities under the Policy, and proposes to consult the University when it believes proposed activities warrant wide consultation.

In addition, SCIA proposes the following courses of action:

- Highlight in SFU's bi-weekly "International Bulletin" email, the initiatives that it has considered, along with its recommendations, and encourage members of the University community to contact SCIA if they have concerns about a proposed activity and SCIA's recommendation.
- Continue to post on its web page, in a timely fashion, the approved, detailed minutes of SCIA meetings. A link to this web page will be included in the news bulletin referred to above.
- Include in SCIA's Annual Report to Senate a separate section highlighting how SCIA has dealt with human rights issues throughout the year.

Recommendation 6

Sort out the respective responsibilities of project advisory committees with respect to SCIA and/or the VP Academic. This could be done by the reconsideration of 2.0 in the SFU Policy (policy purpose) and 4.0 (assessment guidelines). An effective balance of advice and management functions should be found. Advisory committees should have adequate arms-length faculty representation, in addition to ex-officio representation. SCIA should consider appointing one of its members to serve as liaison on project advisory committees.

Advisory Committees have been important elements of SFU's larger projects such as the EIUDP and Phase 1 of the China Council on International Cooperation in Environment and Development. Some other projects have advisory committees identified as part of the project structure, but they tend to meet less frequently and more informally.

Project Advisory Committees can be very useful mechanisms for advice and oversight, particularly for large, complex projects or when projects are controversial, involve policy issues of importance to the University, or require special skills or expertise not found among members of the project management team. SCIA agrees that Advisory Committees, when struck, should include adequate arms-length representation. While a

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member of SCIA may serve on one or more Advisory Committees, SCIA does not believe that SCIA representation should be compulsory.

SCIA also recommends against imposing standard management structures on all projects. In some cases, Advisory Committees are essential or highly desirable. In other cases, for example with smaller or less complex projects, such committees may simply result in an unnecessary layer of bureaucracy and therefore should be avoided. SCIA proposes that a case-by-case approach be adopted, with project proponents being invited to propose an appropriate management framework in the first instance. SCIA would however reserve the right to recommend that Advisory Committees be struck when they believe the circumstances warrant.

As for a balance of advisory and management functions, such committees by virtue of their role should serve an advisory function only, and should have no managerial responsibility vis-à-vis a project.

The Chairs of Advisory Committees should submit copies of their reports to SCIA for information.

Recommendation 7

In the context of international projects, SFU should make optimum use of existing arrangements so that project participants can make a progressive transition toward qualification for graduate study (e.g. post-baccalaureate diploma, special student status, and qualifying status).

A member of the Ad Hoc Committee clarified for SCIA the intent of this recommendation which is to learn from the EIUDP experience, and provide to graduate student cohorts special support in helping them adapt to a new country, culture and university, so as to make their experience more productive and successful.

SCIA agrees that SFU should provide the full range of existing programs of support to such groups. To facilitate this, it is recommended that those developing new projects consult with the Dean of Graduate Studies and with International and Exchange Student Services when they expect that there will be cohort groups coming to SFU for degree programs. Whenever possible, provision should be made in the project design and budget for any extraordinary support that may be necessary – including language training.

SCIA recommends that the importance of these considerations be noted in the guidelines that it will issue to assist members of the community in planning new international initiatives.

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Recommendation 8

SFU should encourage and ensure that instructors and supervisors who are working closely with students involved in international development projects ascertain that the research methods, techniques and technologies used are appropriate to the socio-economic conditions that students face on their return home.

SCIA agrees that faculty and instructors should be conveying knowledge, principles and practices that can be applied when students return to their home countries. Conversely, SFU should avoid teaching or promoting techniques that cannot be replicated or employed following scholars' return to home.

To facilitate this, those planning projects should seek information and assurances from the students' home country and institutions about the learning and teaching environment that they will return to. SFU instructors should make themselves aware of the environment to which the graduates/researchers will return, and the nature of the facilities and equipment available to them.

SCIA does not view this as a policy issue, but rather a practical guideline to be applied by SFU faculty and staff in the design and implementation of programs. The importance of the approach will be referred to in the guidelines to be issued by SCIA.

Recommendation 9

In international projects where SCIA mandates a policy or process that is also new to SFU (e.g. developing environmental sciences, promoting women in science and technology), SCIA should consider whether such a mandate could compromise other objectives of the project. SCIA should also address possible perceptions of the participant-recipients with respect to objectives that SFU itself is only beginning to implement.

SCIA agrees with this recommendation. On a case by case basis, decisions will be taken to ensure a proper balance between advocacy of particular practices and processes, and the achievement of the broad project objectives.

SFU should be sensitive when advocating new approaches particularly when they have not been fully or successfully implemented at SFU.

Recommendation 10

Find ways to continue SFU's connection with eastern Indonesia – an annual event at SFU, and an annual event in eastern Indonesia (among the EIUDP universities). Continue to encourage basic science links between younger Fellows and SFU on an annual basis, build on the emphasis on sustainable development in the sciences.

SCIA hopes that SFU's involvement with Eastern Indonesian universities will foster academic relationships that go beyond EIUDP. However, ongoing communication

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between younger Fellows and SFU faculty, and other forms of academic cooperation are dependent on shared interests of faculty at the respective institutions. This cannot be mandated by university administration. The same situation and opportunities apply to relationships that are nurtured with universities in other countries during the course of projects.

SCIA does not recommend that the University support special annual events either in Indonesia or on campus.

SCIA recommends that in evaluating future project opportunities, consideration be given to the potential for ongoing relationships that extend beyond project termination.

Recommendation 11

Encourage and facilitate reflection on and analysis of the history and lessons of the EIUDP, including published historical narratives by key managers and participants from Indonesia and Canada, a symposium of reflections involving participants and observers who conduct research on such projects, and a dissertation on the history and evolution of EIUDP, perhaps by Special Arrangements.

SCIA believes that the University should facilitate future research on EIUDP, and other similar activities, by retaining, archiving and making easily accessible, project documentation. A dissertation would be very welcome.

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SENATE COMMITTEE ON INTERNATIONAL ACTIVITIES (SCIA)

GUIDELINES for the SUBMISSION and APPROVAL of PROPOSALS for NEW INTERNATIONAL ACTIVITIES

1.0 Background

Simon Fraser University's involvement in international activities is governed by GP 23: *University Policy on International Activities*. Those planning new initiatives should review this Policy early in the planning process.

This Policy can be obtained from the Senate web site (www.reg.sfu.ca/Senate/SenateComms/SCIA/index.html) or from the Office of International Cooperation (www.sfu.ca/international). This document describes:

- the purpose of the Policy
- the activities to which it applies
- the key issue for SCIA in assessing of proposals, and
- the Terms of Reference for SCIA

2.0 Purpose of these Guidelines

To assist members of the SFU community in understanding:

- which international activities require formal university approval
- the approval process to be followed
- information that SCIA considers important and would like to see included in new proposals.

3.0 Activities that Require Formal University Approval

International activities undertaken in the name of the University and delivered either in Canada or abroad must be submitted to SCIA for review. Attached to this document is Appendix A from the *University Policy on International Activities*. It provides an illustrative list of activities to which the Policy applies, as well as those which are exempt.

For further information contact the Office of International Cooperation, which provides the Secretary to SCIA.

4.0 Approval Process

4.1 ALL INTERNATIONAL ACTIVITIES

4.1.1 Responsible Dean or Vice-President

All proposals or agreements being submitted for consideration should be forwarded through the responsible Dean or Vice-President, with an indication that he or she fully supports the proposed activity.

4.1.2 Submission to SCIA

Once endorsed by the responsible Dean or Vice-President, proposals and draft agreements should be submitted to the Secretary of SCIA who will distribute the document to SCIA members. SCIA normally meets once a month. In cases where a decision is required in advance of the next scheduled meeting of SCIA, SCIA's Secretary should be advised and a course of action agreed to.

4.1.3 President

SCIA reviews each proposal to ensure compliance with the University Policy on International Activities. SCIA makes recommendations to the President on the merit of the proposal and whether it believes it should be approved or modified in some way.

The **President** approves all activities governed by this Policy, regardless of their size, taking into account the recommendation of SCIA. When required by University Policy, the President forwards proposals to Senate and/or the Board of Governors for final approval.

4.2 STUDENT EXCHANGE ACTIVITIES

Essentially the same approval process is followed where the proposed activity involves exclusively student exchange agreements at either the graduate or the undergraduate levels.

- **International Student Exchanges**

The one significant difference in the approval process is that the International Student Exchange Committee (ISEC) first reviews all proposals related to formal student exchange agreements. ISEC makes recommendations through SCIA to the President on the establishment of any new international or domestic undergraduate or graduate student exchange agreements.

The Chair of ISEC is responsible for reporting to SCIA on ISEC's proposals regarding the establishment of new student exchange agreements, as well as the renewal or termination of existing agreements. SCIA will consider these

recommendations and advise the President on the establishment of new agreements, and on the renewal or termination of existing agreements.

All enquiries and proposals regarding international student mobility activities should be directed to the Director of International and Exchange Student Services, who is also Vice-Chair of ISEC.

5.0 Memoranda of Understanding and Other Formal Agreements

Templates for Memoranda of Understanding may be obtained from International and Exchange Student Services (for student exchange activities) or from the Office of International Cooperation for all other international activities.

All proposals that SFU enter into new Memoranda of Understanding (MOU) or other forms of international agreements must be reviewed by SCIA. SCIA will recommend to the President whether SFU should enter into proposed agreements. The President normally signs approved MOUs and other international agreements on behalf of the University.

Copies of all signed international agreements governing SFU's involvement in international activities must be provided to the Office of International Cooperation for retention and record keeping on behalf of the University.

6.0 Content and Structure of Proposals

All proposals submitted to SCIA and/or ISEC shall include clear statements identifying:

- the goals and objectives of the activity
- the rationale for SFU's involvement
- the detailed activities
- who from SFU will participate, and their roles and responsibilities
- academic and non-academic benefits to be realized by SFU
- the start and end-date for the activity, as well as the expiry date for any related agreement
- the detailed budget for the proposed activity

For student related activities, budgets should clearly indicate Board-approved administrative fees, as well as all other direct costs to students. A statement is to be provided concerning what will be done with any surplus monies arising from the activities, including the distribution of surpluses to participating students.

For international service contracts, training programs, development projects, joint venture agreements and the delivery of programs and courses internationally, the

budget should clearly show that these activities cover the full costs, both direct and indirect, and should identify the financial return to the participating Faculties and units and to the University at large.

7.0 Program Design Considerations

7.1 International students coming to SFU (particularly cohort groups):

- It is expected that the full range of existing student support services will be made available to these international students.
- To facilitate proper planning, the Director of International and Exchange Student Services is to be consulted early in the planning stage.
- Where graduate students are involved, the Dean of Graduate Studies is also to be consulted early in the planning process.
- Care must be taken to ensure students have the necessary English language proficiency. Where necessary, provision is to be made in the project budget for English language training and any other extraordinary support services that may be required.

7.2 Preparation by SFU faculty and staff who will be teaching international students (particularly cohort groups):

With regard to development projects, and especially in connection with the cohort groups of international students, in order to ensure their experience at SFU is as relevant and as valuable as possible:

- Faculty and staff are to make themselves aware of the situation that faces students when they return to their home countries and institutions.
- Students should be familiarized with teaching and research methods, techniques and technologies that they will be able to employ upon their return home.

7.3 Management Structure

- For projects, consideration should be given to the need to establish Advisory Committees, the composition of which should include members of the University community who have an arms length relationship to the project.
- Not all projects require such Committees, and SCIA will be guided by the views of the projects' proponents. Nonetheless, SCIA reserves the right to recommend the establishment of an Advisory Committee if it believes this to be necessary for any reason, including project complexity, policy considerations or the need to access additional expertise and experience.

8.0 Additional Information

For general information on the approval process for international activities, and for detailed questions related to international activities and agreements that extend beyond student activities, contact the Executive Director, SFU International.

For information on the approval process and practices related to international activities involving students, contact the Director, International and Exchange Student Services.

APPENDIX A

Illustrative List of International Activities to Which the University's Policy on International Activities Applies

The Policy applies to all international activities undertaken in the University's name except where explicitly excepted, such as research activities requiring the approval of the Vice-President, Research. Examples of international activities to which the Policy applies, include:

- cooperation agreements between institutions
- university arrangements governing graduate and undergraduate student exchanges, study abroad opportunities for domestic students, and non-credit international study tours
- education and training programs for international clients
- arrangements for the delivery, sale or licensing outside Canada of the University's credit and non-credit courses, and degree completion programs
- international service contracts
- international development assistance projects
- international development projects funded by the International Development Research Centre
- commercial, joint-venture partnerships that use the University's resources or that trade on the University's name and reputation

International research projects undertaken in the name of the institution shall adhere to the spirit of this Policy and shall be submitted for review, or reported for information to the Senate Committee on International Activities at the discretion of the Vice-President, Research.