

Global@Guelph

May 2, 2017

**Internationalization companion document to the University of Guelph's
Strategic Framework**

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In the spring of 2016, the University of Guelph approved a new Strategic Framework. It emerged from the efforts of many people from inside and outside of the University. It was crafted to reflect the complexity and nuances of the institution, including its relationships with the people and communities it serves. As an inspirational expression of our common purpose, it is guiding our path forward.

At the heart of the Strategic Framework are five themes: Inspiring Learning and Inquiry; Catalyzing Discovery and Change; Connecting Communities; Stewarding Valued Resources; and Nurturing a Distinctive University Culture. These five themes encompass all activities and endeavours found across our campuses – Guelph, Guelph-Humber, and Ridgeway – and research stations.

The Framework reflects our commitment to sustaining deep disciplinary strengths as a comprehensive university while leveraging our proven interdisciplinary capacities and unique strengths. It affirms that the path forward will support continued excellence as a comprehensive university through our academic breadth in interdisciplinary and collaborative scholarly activities. Equally, it invites our resolve to advancing our growing international presence and global connections and to the

mobilization of knowledge that improves local and global communities.

To highlight the intersection of the Strategic Framework with our international interests and goals, this companion document has been prepared. It elaborates on the ways the University's strategic themes are advanced by internationalization and provides the rationale and processes that make us "Global@Guelph". The strategic themes found in the Framework are illuminated from this perspective. The purpose of this document is to assist in the development and refinement of more detailed academic and operational plans for internationalization, including those that will be in the University's forthcoming Strategic Mandate Agreement and Strategic Research Plan.



ENTRANCE
TO CLASSICAL BUILDING
REPLACES OF STATION
FROM 1880 TO 1884

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Our Rationale

Arguably, any university -- by definition -- is a global entity expected to take the broadest view on the pursuit of its scholarly mission. Throughout its history, our activities have demonstrated a strong appreciation for the importance of having an international presence and global connections. In a world that is increasingly interconnected, and where the pace of change is accelerating, we continue to recognize the essential requirement for a fully-fledged approach to internationalization. Increasingly, internationalization will be a vital force for research excellence and innovation, learner-centred and engaged education, and knowledge mobilization and transfer.

In referencing internationalization, we are speaking of the integrated and intentional processes and activities needed to develop our global presence. Done well, internationalization integrates a global dimension into the fabric of a university's activities and operations. For the University of Guelph, internationalization is integral to our Strategic Framework and plays a part in enlivening each of our Framework themes.

There are 3 key elements making internationalization critical to our strategy and they comprise our rationale for pursuing a strong and effective global presence:

Underpinning for Excellence

The University sees internationalization as a necessary condition for excellence, innovation and effective service to society. Internationalization contributes to the conditions that allow scholars to advance both their depth and breadth of understanding. A global presence is essential to creating a world-class environment for cultivating human intellect and bringing the best talent available to support knowledge creation, innovation, and knowledge mobilization.

In this respect, internationalization is a multi-faceted activity, relevant to all aspects of the university's activities and recognizable in all its teaching, research and community outreach activities. It needs to be pursued in a manner that is comprehensive, strategic, adaptable, and reflective of the University of Guelph's strengths and distinctive university culture. Success in our internationalization activities allows the University to realize its full potential and be recognized around the globe for our areas of preeminence.

Capacity for Adaptability & Responsiveness

The University of Guelph must remain able to respond to rapidly changing contexts, locally and globally. As an institution of higher learning committed to using its capacities to "Improve Life", it must be positioned well to contribute in other countries where collaborations could allow us to support capacity-building there. Internationalization provides the necessary, multi-directional channels necessary to fulfill these objectives. It allows us to connect with talent, ideas and perspectives located throughout the world. We can contribute knowledge and learn from others so that we are fully prepared to understand and meet the demands of our changing world.

Today, we are regarded nationally and internationally as a significant contributor to research excellence and innovation, learner-centered and engaged education, and knowledge mobilization and transfer. Our global connections and international activities have made critical contributions to our ability to adapt and thrive in these areas. Our ongoing attention to and development of internationalization will help us retain and develop these areas and others as well as our institutional capacity for adaptability and responsiveness.

**Underpinning for
Excellence**

**Capacity for Adaptability
& Responsiveness**

**Global Impact of
Knowledge**

Global Impact of Knowledge

A further motivating factor in our commitment to internationalization is grounded in the power of knowledge to serve as a positive and transformative influence. This perspective reflects our longstanding appreciation for the role universities have in reaching out across nations, cultures and communities to connect people and ideas from around the globe. In sharing information and ideas, universities help sharpen understanding about the range of perspectives and experiences that inform the creation and use of knowledge. Through their academic mission, universities contribute to greater global understanding and help extend the impact of knowledge creation.

Internationalization affirms our belief that international connections and a global outlook allows our academic pursuits to have impact around the world and among people from inside and outside the realm of academe. In an increasingly interconnected world and in an institution founded on the aim of contributing to the “intellectual, social, moral, and physical development of its members and the betterment of society”, we are motivated by the broad global impact of our internationalization efforts. Internationalization is part of our overall effort as a university to “Improve Life”.



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Our Path Forward

Inspiring Learning and Inquiry

Fundamentally, we believe that internationalization is necessary to preserve and enhance our reputation as a leader in student support, curriculum development, and the advancement of post-secondary teaching practices. Global understanding – one of the 5 learning outcomes promised to each of our graduate and undergraduate learners – must continue to be evident in the intersection of research and teaching, the intentional use of learner-centred technology, the creation and assessment of learning outcomes, and the delivery of varied, flexible, and empirically-based teaching methods. It is a vital component of our deep commitment to scholarly inquiry and to collaborative, engaged, and experiential learning.

In supporting the education and well-being of the whole person, we must provide all students with the knowledge and competencies necessary to navigate lives and careers that reflect a global focus. Internationalization must influence the full breadth of our efforts to achieve this goal. This includes how we create the overall a learning environment whether in the form of our academic programs, experiential learning opportunities, or scholarly experiences at home and abroad. In each case, it is necessary to cultivate in our learners an appreciation for world-wide perspectives and sources of knowledge.

Internationalization includes welcoming international students and scholars, providing opportunities for learners to go abroad, and helping students to develop reasoned and thoughtful insights about how their ideas and knowledge may be understood or applied in the world around us. With the changing needs of students – domestic and international – we must be ready to go beyond familiar or traditional curricular and pedagogical practices to develop innovative approaches

in internationalizing our teaching, learning and student support services.

To support inspired learning and inquiry through internationalization, we will:

- » Retain and develop the concept of “global understanding”¹ as a learning outcome and assess the effectiveness of our curriculum in delivering related results for both graduate and undergraduate learners.
- » Pursue curricular and pedagogical innovation that extends and deepens the ways in which teaching, learning and curricular practices allow all students to encounter international perspectives and build global understanding. This includes the development of experiential learning and engaged scholarship initiatives that incorporate global perspectives and experiences.
- » Establish enrolment targets for inclusion of international learners across University programs and campuses so that international undergraduate and graduate students receive a quality learning experience and become engaged fully in the University community. Our approach will both support the academic goals of international learners and allow their presence to contribute to the University’s overall internationalization efforts.

¹ Since 2012/13, “Global understanding” has been identified as one of the University’s 5 learning objectives for graduate and undergraduate students. The learning objective is currently defined as follows:

Global understanding encompasses the knowledge of cultural similarities and differences, the context (historical, geographical, political and environmental) from which these arise, and how they are manifest in modern society.

Global understanding is exercised as civic engagement, intercultural competence and the ability to understand an academic discipline outside of the domestic context.

In addition, Global Understanding includes, but is not limited to, the following outcomes: Sense of Historical Development, Civic Knowledge and Engagement, and Intercultural Competence.

The importance of our international presence and the potential of our global role was a wide-ranging and persistent theme throughout the conversations that informed our Strategic Framework. It was clear from the perspectives offered that the University's continuing attention to internationalization is essential to its success, including achievement of the goals for each of the Strategic Framework themes.

- » Further cultivate the interest and ability of domestic learners to participate in international learning opportunities such as study abroad and exchange experiences, adapting and enhancing the range of opportunities to build participation rates.
- » Further utilize our strengths in open learning and the application of learner-responsive technologies to address the needs of international and domestic learners as they acquire and extend globally-informed learning experiences. Establish various programs and forums that encourage interaction among international and domestic students, faculty and staff that contribute to internationalization.
- » Cultivate career services and related programs for students that support a global outlook and help them identify and pursue work experiences and career opportunities that complement and further a global outlook.

Catalyzing Discovery and Change

Our outstanding reputation for creating and mobilizing knowledge across a comprehensive span of scholarly areas is a genuine source of pride. Our reputational strength has been fueled for many years by our world-class contributions to work around the globe on issues of importance to this planet. Our ambition is to continue to extend and strengthen this reputation by deepening our involvement and bringing our strengths to such issues, contributing new knowledge and cultivating some of the best thinkers throughout the globe. Engagement in research and discovery with a global perspective means that we are more able to fully mobilize knowledge and to effect positive change both locally and globally.

Our global engagement is evident in both our large-scale research projects as well as through the work of individual scholars engaged investigations that take them into contact with colleagues and communities beyond our national borders. Our connections with individuals and organizations throughout the globe contribute vitally to our ability to formulate and pursue new knowledge and scholarly insights that catalyze discovery and change.

Our global presence reflects our reputation for innovation in overcoming traditional boundaries and barriers in the search for solutions that address challenging and complex issues facing the world. As a comprehensive university that values interdisciplinary approaches, internationalization will further our ability to be international leaders in catalyzing discovery and change. This includes, but is not limited to, our established scholarly leadership in areas such as food and agriculture, veterinary medicine, health, the environment, and community life – all of which have relevance in addressing global challenges and contribute to the University's world-wide reputation for excellence. Continued attention to internationalization allows us to excel in research and related activities that support sustainable food production, protect the environment, improve the quality of life, and empower the marginalized through knowledge.

To catalyze discovery and change through internationalization, we will:

- » Pursue and cultivate international partnerships and global networks that will strengthen our ability to create knowledge and foster innovation. International partnerships and networks will be selected and managed wisely so that the commitment they require can be sustained over time and have the desired positive impact on our scholarly endeavours.
- » Strengthen and grow our existing global research and discovery partnerships and networks to extend those that may usefully become more multi-faceted, leveraging their potential for engagement in research, teaching, and/or knowledge mobilization activities.
- » Attract and retain top talent who bring international perspectives, experiences, and insights including faculty, librarians, undergraduate and graduate students, as well as specialized professionals and highly qualified personnel (including veterinarians) necessary for institutional excellence.

Connecting Communities

We have long taken pride in our productive connections with the organizations and communities we serve – whether it be the City of Guelph, the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA), or other partner institutions and organizations across Canada or around the globe. These meaningful and mutually beneficial partnerships have demonstrated our capacity to establish successful working relationships at an institutional level.

Meaningful, mutually beneficial institutional international connections are particularly essential to our scholarly mission. The University's global relationships are emblematic of our global footprint. They allow us to share knowledge, abilities and experiences for mutual benefit. Some of these global relationships operate at the person-to-person level through faculty, students, administrators and staff while others entail more formal, institutional collaborations. These international connections also help contribute to our diversity and commitment to inclusion – qualities inherent to our pursuit of excellence. This is why the connecting communities theme includes that we will advance our international relationships and strengthen international planning.

To connect communities through internationalization, we will:

- » Demonstrate the values of reciprocal engagement in the international connections and partnerships we establish to foster knowledge—sharing. A balanced relationship is required that considers the risks and benefits for all participants. Transformative partnerships that are multifaceted and evolve to meet changing need over time will be particularly valued. From time-to-time, this may entail a need to re-examine the context and complexities associated with some international engagements. Such reviews will be pursued openly, with the benefit of full and accurate information, and in the light of the University's core academic values and institutional responsibilities.
- » Engage in international partnerships and initiatives that reflect the University's values of openness, diversity and inclusion. We actively seek the contributions of

other scholars committed to excellence wherever they may be found throughout the world.

- » Build our relationships with groups and individuals locally, nationally and internationally who are willing to help open and/or deepen the University's global connections and partnerships. This includes consideration of global networks that can be furthered with help from alumni, retirees, donors, and friends of the University.
- » Communicate proactively, to audiences inside and outside the University so that we can heighten awareness of our international activities, achievements and aspirations. We will be intentional in building awareness of our global presence and impact. Our goal is to make our presence known widely so that we may collaborate effectively in the service of scholarly work and constructive change.

Stewarding Valued Resources

Our approach to internationalization contributes to how we can effectively utilize the resources we have for fulfilling our academic and research mission as well as how we can contribute to improvement of our planet.

The way we approach internationalization needs to reflect our broad understanding of the concept of sustainability as it is applied both to environmental concerns and to stewardship of resources that are within the University's direct responsibility. As we consider involvement in internationalization activities, we will continue to consider carefully how best to sustain and cultivate our academic mission, enhance the strength of our people, utilize our financial resources effectively, and contribute responsibly to the sustainability of our world.

To steward valued resources through internationalization, we will:

- » Pursue internationalization initiatives that wisely and creatively utilize the University's resources and relationships, leveraging synergies and coordinating effort to achieve a result that is greater than the sum of its parts. At the institutional level, initiatives, partnerships and engagements that provide maximum reach within the institution and show promise of being adaptive and sustainable over time will be preferred.
- » Leverage our existing areas of partnership and established areas of worldrenowned research and teaching excellence that align with strategic goals, including those that allow us to contribute positively to sustainable development globally.
- » Increase collaborative efforts across our departments and academic disciplines that can advance our pursuit of global initiatives. We will be intentional in drawing together resources -- subject experts and people knowledgeable out specific regions of the world – that strengthen our capacity for international engagement.
- » Seek opportunities to contribute to local, provincial and national public policy goals of an economic, social or cultural nature that draw on our scholarly contributions and can further our global connectivity.
- » Assess our international activities and initiatives

routinely so that we can gauge their contribution to the advancement of our strategic goals, our stewardship of institutional resources, and our contribution to global ambitions for sustainability.

Nurturing a Distinctive University Culture

We will bring the strengths of our institutional culture to internationalization. Our spirited community – including its commitment to excellence and openness to do things differently – will be part of the added value we bring to our global activities and relationships. We will utilize fully the distinctive elements of our university's academic programs and the variety of experiences available on each of our campuses in attracting prospective international students as well as international faculty, staff, and visitors. We will highlight our commitment to furthering global understanding and our enthusiasm for engaging with others from around the world, no matter their nationality, race, culture, religion or language.

Our distinctive culture is also evident and nurtured when we fully consider and address the range of responsibilities, risks, and opportunities inherent in any significant international activity or partnership. Consequently, internationalization will reflect our own institutional standards for global engagement and will consider similar guidelines and standards developed for universities by organizations such as the Canadian Bureau for International Education (CBIE) and the International Association of Universities (IAU).

To nurture a distinctive university culture through internationalization, we will:

- » Be attentive to global opportunities that allow us to contribute our best to address important challenges facing the world, including through the volunteerism of our students, faculty and staff.
- » Reinforce in our global activities and networks the University's commitment to offer respect, co-operation, and inclusion to people of all backgrounds.
- » Demonstrate a principled and transparent approach to the development of plans, policies and programs associated with internationalization.
- » Pursue the potential for each of our campuses and research stations, our academic programs, our institutional services, and our institutional relationships for expression of our global presence and aspirations.



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Moving Forward

This document offers an overview of how internationalization aligns with, and contributes to, our Strategic Framework. It sets the context for internationalization activities at the University of Guelph, giving voice to the reasons why international considerations are important to us. It also sets out basic directions for how we will move forward with internationalization to advance our strategic ambitions. It points to factors that will help signal our success moving forward such as:

- » Cultivating key reciprocal relationships throughout the globe that elevate our scholarly capacities and impact while also demonstrating an ability for sustained benefit from the international exchange of talent, knowledge, and perspectives;
- » Partnering with leading thinkers and innovators – wherever they may be located throughout the world – to pursue solutions to important global challenges and improve life;
- » Attracting top talent from throughout the world – students, faculty, administration – offering the opportunity to learn and/or work in a welcoming community of higher learning committed to excellence and a global outlook;
- » Mobilizing new knowledge and scholarly achievements, bringing global recognition to the University’s contributions to the betterment of the world; and,
- » Contributing to the strengthening of the intercultural capacities of students, faculty and staff and enabled them to navigate lives and careers that reflect a global outlook.

The next levels of planning documents for internationalization will begin with the related goals and activities enumerated in the University’s Strategic Mandate Agreement and its Strategic Research Plan. Further detailed academic and operational plans will follow from these. Our planning to support internationalization will be iterative, adaptive, and incorporate multi-year goals. It will recognize that our aspirations for internationalization will be addressed in stages of activity and require time to be realized.

Planning will include input from internationalization experts and key collaborators from inside and outside the University. As we progress, we will share information about the progress of our efforts, celebrating achievements, observing challenges, and fine-tuning the expression of our strategic intentions. Our efforts on internationalization, like other aspects of our institutional plans, will continually be assessed in the light of our Strategic Framework.

This document provides a backdrop for the work ahead on internationalization and a touchstone to keep it aligned with our Strategic Framework. Taken together, the directions described in this document will move us forward and further demonstrate that we are Global@Guelph.

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