

# UNIVERSITY OF MANITOBA INTERNATIONAL STRATEGY

## MANITOBA'S GATEWAY TO THE WORLD

September 2014

Office of the Vice-President (Research and International)



UNIVERSITY  
OF MANITOBA

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## 1. The University of Manitoba International Context

The international engagement of faculty and students at the University of Manitoba (UM) has been enriching academic experiences for decades. This engagement has been characterized and impacted by a number of important trends and initiatives at the local, national and global scale. Numbers of international students enrolled at the University of Manitoba have grown significantly since the 1980s, diversifying our classrooms and campus community. Increasingly, Canadian students are seeking an expanded worldview during their degree programs through a growing variety of international opportunities, including Travel-Study courses, student exchange programs, co-op and practicum placements, co-curricular service learning, amongst others. Faculty members apply their expertise and knowledge to community development and capacity building initiatives in dozens of countries around the world and are developing strong collaborative research partnerships with more international colleagues than ever before. The University of Manitoba is also actively engaging with alumni now living and working around the world to establish and maintain strong relationships and collaborations with them as members of our university community. All of these initiatives reflect new priorities and trends in higher education as universities engage the global knowledge-based economy. At the University of Manitoba, these various activities all contribute towards what has been described as the *internationalization* of this university.

It is important to appreciate that the University of Manitoba is not engaged internationally in isolation from our local, national or global context. Students who come to our university may choose to make Manitoba their home upon graduation, thereby contributing to the dynamic and diverse population of our province. Likewise, University of Manitoba alumni may find career opportunities abroad, settling in countries far and wide and forming an international network of University of Manitoba proponents. Faculty members and staff find their way to our University from many different backgrounds, providing natural bridges to communities outside of Canada. The global reach of the University of Manitoba grows every year and further connects the fabric of our institutional activities to communities around the world.

As these international activities have developed and grown at the University of Manitoba, institutional supports have been put in place to support and facilitate them. In the 1980s, the International Centre for Students was created, initially to support students coming to Canada through various government scholarships. Services in this Centre have since expanded to fit the needs of students currently coming to Manitoba and also to facilitate Canadian students' interests in the world. Some faculty units have also created positions to support students' international interests in their unique academic program areas. In the 1990s, the Office of International Relations was established to support and assist faculty members and their units to develop successful international development programs and partnerships. This unit has also had responsibility for coordinating the development of an increasing number of international partnership agreements and for responding to frequent requests to receive visiting delegations from abroad. Over the past two decades, the University of Manitoba has gained a significant reputation overseas as an internationally engaged university and our involvement with partners around the world has improved the quality of our academic programs.

The University of Manitoba encourages the continued development of our collective international engagement as a valuable contribution to our university's role in today's globalized world. In order to optimize institutional supports, it is necessary that the various international activities become better connected and a better understanding established of our institutional international engagement.

The University of Manitoba International Strategy is a first attempt within the university to focus and connect existing institutional support structures for international activities, and to communicate a common vision and direction for the next five years. Through this strategy we hope to bring focus to our collective efforts and build on success to date to maximize the University of Manitoba's positive impact in our world.

## **2. Institutional Strategy Goals**

The fundamental goals of the International Strategy are built broadly around the *University of Manitoba Strategic Planning Framework*. The International Strategy identifies institutional supports as well as operational processes that will enable international activities within the University to maximize their impact in alignment with the overall strategic direction of the institution. The International Strategy is not intended to be prescriptive in its approach but instead provides transparency of the supports made available to enable the strategic direction of the University's international engagement. It is not practical for the institution to attempt to be all things to all people and regions, and as such must identify ways to encourage and stimulate activity in selected areas of existing strength at the institutional level. The International Strategy does not limit the ability of individuals and units to explore and develop their own priorities according to their own Strategic Resource Plans.

Institutional investments in international engagement will build on existing University of Manitoba successes in regions around the world where the University has opportunity for having the greatest positive impact. University of Manitoba units will be invited to participate in various annual missions with an executive team through which the University will build partnerships of institutional significance. A renewed governance structure for University of Manitoba international activities will include an International Advisory Committee representing academic units across the campus that will be tasked with defining a plan for the annual missions and to identify priorities for institutional investment in various regions. The International Advisory Committee will be supported by an Operations Committee comprised of relevant administrative support units and Regional Advisory Groups. The expected outcome of the strategy is that all units will have guidance on the institutional priorities for internationalization along with the specific activities being undertaken so that they can seize opportunities to leverage those supports.

Each of the overarching goals of the International Strategy has a series of outcomes with defined metrics that have corresponding planned activities to be undertaken over the coming five years. These goals and associated outcomes have been established through the review process that has been undertaken over the past twenty four months. The exercise started with the formation of the Internationalization Steering Committee chaired by the Associate Vice-President (Partnerships) and

populated by representatives from various administrative units, Deans of several academic units and representation from the student body.

At the outset of the process, an environmental scan was conducted and summarized in the *Internationalization Baseline Survey* that was published on the VPRIO website and circulated for feedback across the campus community. Open consultations were held on both campuses that included presentation on the baseline survey and feedback session to discuss the path forward. The results of these consultations were considered in depth by the Steering Committee and culminated in the final goals and outcomes that have been proposed for the Strategy.

The final components of the Strategy include establishing a governance structure to provide oversight of the plan. Academic unit representatives will form the International Advisory Committee to provide overall direction for the Strategy. Additionally, an Operations Committee consisting of administrative units that are involved in delivering on internationalization activities will be consulted to identify the appropriate units to lead and support the delivery of the activities outlined.

It is important to note that many of the activities outlined in this International Strategy are currently in various stages of planning and implementation. The launch of this plan will allow for a more comprehensive review of all University of Manitoba international activities in light of a consistent, strategic approach to assign appropriate resources that are accountable for specific deliverable objectives.

The following tables outline the institutional goals and associated outcomes and activities.

## GOAL #1: Academic enhancement through meaningful and sustainable international partnerships

Expected Outcome 1.1 <i>Sustainable strategic partnerships that support University of Manitoba academic priorities</i>	Expected Outcome 1.2 <i>Improved institutional supports to enhance the quality of faculty members' international activities</i>	Expected Outcome 1.3 <i>Faculty members engaged internationally through teaching, research and service</i>	Expected Outcome 1.4 <i>Effective faculty-led programs abroad that utilize scientific knowledge and context-appropriate approaches to improve program quality</i>
Activities:	Activities:	Activities:	Activities:
<p>1.1.1 Focus on international partnerships that enhance academic quality through demonstrated measures</p> <p>1.1.2 Assess current information technology policies, practices and delivery methods to improve support for international learning and partnerships.</p> <p>1.1.3 Develop new integrated international education opportunities based on an assessment of cross-section of student areas/countries of interest and faculty/degree relevance and existing</p>	<p>1.2.1 Explore internal and external funding options for research, development &amp; conference grants, curriculum development grants and community service grants to encourage faculty to develop strategic partnerships with colleagues and institutions internationally</p> <p>1.2.2 Create an international activities seed fund to be managed by the IAC with clear requirements and application procedures</p> <p>1.2.3 Organize a 'user friendly' administrative system of supports for faculty members developing international programs and projects and clearly communicate the availability of these services within UM</p> <p>1.2.4 Design and deliver</p>	<p>1.3.1 Support faculties to develop programs and courses with global and cross-cultural perspectives relevant to their subject area, and/or an international experience component</p> <p>1.3.2 Develop peer-to-peer networking and learning opportunities; sharing of best practices on international engagement</p> <p>1.3.3 Support faculty international engagement through exchanges, visiting lecture opportunities, international conferences, sabbaticals, etc.</p> <p>1.3.4 Develop unit based international strategies according to discipline priorities, existing faculty linkages and institutional goals</p> <p>1.3.5 Incorporate international achievement in the tenure and promotion policies</p>	<p>1.4.1 Encourage the use of program science principles and methodologies in approaching faculty-led research and development programs for community capacity building abroad</p> <p>1.4.2 Establish integrated administrative support teams to provide appropriate multi-dimensional support for programs involving multiple aspects of cooperation (teaching, research and community service)</p> <p>1.4.3 Develop handbook of best practice for maximizing positive program impact</p> <p>1.4.4 Design and deliver and training on program science methodology for faculty to adapt to local context and discipline</p>

<p>1.1.4 partnerships Create feedback mechanisms for faculty members to inform the internationalization process and that focus and improve international academic programs</p>	<p>workshops and consultancy services to support faculty international engagement (e.g. project management; developing international institutional agreements; workshops on the University of Manitoba International Office's services for faculty members and units)</p> <p>1.2.5 Develop a Faculty Handbook for international engagement</p> <p>1.2.6 Develop intercultural training for faculty and staff</p> <p>1.2.7 Examine campus housing for visiting scholars</p> <p>1.2.8 Provide language supports &amp; training for faculty members</p>		
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## GOAL #2: Exceptional student experience through international and intercultural learning opportunities

<b>Expected Outcome 2.1</b> <i>Sustainable international education programs based on student interest, academic program objectives, strategic partnerships and funding opportunities</i>	<b>Expected Outcome 2.2</b> <i>University of Manitoba policies and practices that support student success internationally (i.e., reduced barriers and enhanced engagement)</i>	<b>Expected Outcome 2.3</b> <i>Increased intercultural competency among University of Manitoba students</i>	<b>Expected Outcome 2.4</b> <i>Safely managed international education programs for students</i>
<b>Activities:</b>	<b>Activities:</b>	<b>Activities:</b>	<b>Activities:</b>
<p>2.1.1 Develop new integrated international education programs based on</p> <ul style="list-style-type: none"> <li>i) assessment of student areas/countries of interest;</li> <li>ii) degree program relevance;</li> <li>iii) existing international partnerships &amp; programs</li> </ul> <p>2.1.2 Conduct student feedback surveys and publicize results along with action taken to address feedback</p>	<p>2.2.1 Improve University of Manitoba policy and procedure to support international student mobility; E.g. review grade and credit transfer policy for study abroad; international student supports; status of Visiting International Student Research Interns</p> <p>2.2.2 Inform Strategic Enrolment Management targets for international students based on University of Manitoba priorities and strengths</p> <p>2.2.3 Develop funding and awards to encourage University of Manitoba students' international engagement</p> <p>2.2.4 Provide consistent and quality support services for students traveling abroad as part of their University of Manitoba experience</p> <p>2.2.5 Provide consistent and comprehensive data collection and results management related to student mobility</p>	<p>2.3.1 Provide incentives for University of Manitoba students to gain intercultural competencies as part of their degree program; examples include</p> <ul style="list-style-type: none"> <li>• Co-curricular record</li> <li>• Second language recognition</li> <li>• Awards</li> <li>• Flexible degree structure to include study abroad</li> </ul> <p>2.3.2 Develop intercultural training workshops and curriculum resources for faculty members to enhance course delivery</p> <p>2.3.4 Organize events on campus to increase students' global awareness; E.g. student talks, forums, and projects within the University of Manitoba (i.e. international projects' poster competition and exhibition)</p> <p>2.3.5 Promote participation of University of Manitoba students in international institutional initiatives (e.g. WUSC, UNESCO Youth Forum)</p>	<p>2.4.1 Adopt a University international travel risk policy and protocol for all students, staff and faculty</p> <p>2.4.2 Develop a risk management implementation plan and training for all student mobility program coordinators</p> <p>2.4.3 Implement a comprehensive data collection and communication system to track all students traveling abroad</p>



## GOAL #3: Indigenous achievement through global engagement with indigenous communities

<b>Expected Outcome 3.1</b> <i>University of Manitoba known as an international leader in the area of indigenous research, teaching capacity building and knowledge sharing</i>	<b>Expected Outcome 3.2</b> <i>Opportunities for University of Manitoba indigenous students to explore goals and interests internationally that contribute to their academic success</i>	<b>Expected Outcome 3.3</b> <i>University of Manitoba contributing to global networks of indigenous communities</i>
<b>Activities:</b>	<b>Activities:</b>	<b>Activities:</b>
<p>3.1.1 Establish a UNESCO Chair on indigenous Achievement at the University of Manitoba</p> <p>3.1.2 Globally promote University of Manitoba’s leadership in Indigenous achievement</p> <p>3.1.3 Organize an annual event to recognize University of Manitoba’s international initiatives related to Indigenous achievement</p>	<p>3.2.1 Develop programs (lectures, talks, forum) for faculty, staff and students on awareness of indigenous peoples around the world</p> <p>3.2.2 Establish international partnerships that support and enhance the Pathways to Indigenous Achievement (UM SPF)</p>	<p>3.3.1 Network with UNESCO and other international organizations that champion indigenous education and related concerns</p> <p>3.3.2 Support University of Manitoba participation in global indigenous learning networks</p>

**GOAL #4: An outstanding employer that values the international engagement of staff**

<p><b>Expected Outcome 4.1</b>  <i>Incentives and recognition for faculty and staff members' international engagement</i></p>	<p><b>Expected Outcomes 4.2</b>  <i>International professional development opportunities to increase global and intercultural awareness for University of Manitoba faculty and staff</i></p>
<p><b>Activities:</b></p>	<p><b>Activities:</b></p>
<p>4.1.1 Create annual Presidential Awards of Excellence to recognize faculty and staff contributions to UM's international reputation</p> <p>4.1.2 Nominate University of Manitoba community members for international awards and recognition for global engagement</p> <p>4.1.3 Review existing University of Manitoba policy and practices to address barriers and enhance international engagement</p>	<p>4.2.1 Develop intercultural and international professional development opportunities within the University of Manitoba and through external organizations (e.g., Leave for Change of WUSC, EUVP)</p> <p>4.2.2 Pursue staff exchange programs with strategic partners</p> <p>4.2.3 Encourage staff involvement in University of Manitoba international projects</p> <p>4.2.4 Provide incentives for language training</p>

## GOAL #5: An internationally engaged university with local relevance and global impact

<b>Expected Outcome 5.1</b> <i>University of Manitoba membership in networks and associations that advance our core values and enhance our global reputation (e.g. WUSC, Talloires Network, UNAI, IAU and UNESCO)</i>	<b>Expected Outcome 5.2</b> <i>Partnerships with external stakeholders that lead to, innovation, capacity building, mutual learning and benefits for University of Manitoba and its partners</i>	<b>Expected Outcome 5.3</b> <i>Leveraged University of Manitoba connections with ethno-cultural communities in Manitoba and worldwide</i>	<b>Expected Outcome 5.4</b> <i>An active worldwide alumni network engaged with University of Manitoba international initiatives</i>	<b>Expected Outcome 5.5:</b> <i>Broad based awareness and appreciation of University of Manitoba partnership impact in communities around the world</i>
<b>Activities:</b>	<b>Activities:</b>	<b>Activities:</b>	<b>Activities:</b>	<b>Activities:</b>
<p>5.1.1 Identify priority membership associations that align with core University of Manitoba values and advance strategic institutional objectives (higher education associations, research networks, non- governmental organizations)</p> <p>5.1.2 Establish administrative supports to effectively meet international association membership commitments and expectations</p> <p>5.1.3 Develop effective internal reporting mechanisms that enable accurate external communication of University of Manitoba international engagement</p>	<p>5.2.1 Seek out partnerships that align with municipal, provincial and national government priorities</p> <p>5.2.2 Monitor and participate in global higher education association initiatives</p> <p>5.2.4 Seek out programs and initiatives that develop interprofessional/ interdisciplinary cooperation internationally</p> <p>5.2.5 Ensure a welcoming environment for external visitors to the UM, including timely and effective communication and follow up on specific outcomes and goals</p>	<p>5.3.1 Seek out opportunities to partner with Manitoba ethno-cultural communities and countries worldwide</p> <p>5.3.2 Develop programs that involve ethno-cultural communities as active participants</p>	<p>5.4.1 Develop data collection and communication system that enables continued alumni engagement with University of Manitoba international activities beyond graduation</p> <p>5.4.2 Seek out alumni involvement in University of Manitoba programs and initiatives taking place in their local community or region</p>	<p>5.5.1 Develop public engagement events, activities and initiatives that increase awareness and celebrate the impact of University of Manitoba international engagement globally (e.g. website content and social media to highlight community impacts; University of Manitoba International Impact Day; annual International Visionary Conversation)</p> <p>5.5.2 Organize annual missions abroad to high priority regions to promote strategic University of Manitoba international partnerships</p>

### **3. A New University of Manitoba International Office**

The Office of International Relations will be renamed the *University of Manitoba International Office* to describe the broader context of the activities and operations of the Office. In order to deliver on the Strategy, the *University of Manitoba International Office* will be responsible for undertaking a new operational approach that will facilitate new institutional processes and support major institutional internationalization initiatives. The *University of Manitoba International Office* will work in cooperation with many other administrative units that lead internationalization efforts in their respective purview.

The major elements of the new operational model will put the ownership of internationalization efforts within the academic units so that individuals can take a leadership role in building partnerships that are a priority to their units. At the same time, the University will articulate institutional level capabilities and strengths internationally, to which individual efforts can contribute in order to expand and build significant strategic partnerships.

The most important element of the plan will be a transparent and clear opportunity for all units to engage in major institutional missions to selected regions of existing strength in order to leverage those strengths into new opportunities. Some of the major operational changes are identified as follows:

#### **3.1 Academic Partnerships**

Partnership is the foundation of the *University of Manitoba International Strategy (UMIS)*. Internationalization is achieved through institutional cooperation, program and project collaboration and, ultimately, people-to-people relationships. Collectively, our international partnerships contribute to the mission of our university by improving the quality and expanding the impact of our teaching, research and service.

Faculty members carry the primary responsibility for furthering the academic objectives of our university. Consequently, they are also key contributors to the university's internationalization process. Faculty members lead students to think critically about our world, to see the topic of their study from multiple perspectives and ultimately to engage in activities and programs that broaden experience beyond our national borders. Through scientific discovery, faculty members are also contributing to global solutions, applying knowledge that is impacting and improving communities across the world.

The *University of Manitoba International Strategy*, consequently, encourages faculty members to engage internationally through initiatives that not only enhance their teaching, research and service objectives, but also contribute to our collective, institutional engagement in the global community. Specifically, the International Strategy provides a unifying thread of purpose to various international initiatives. It also recommends services and supports to ensure a transparent, 'user friendly' system towards maintaining effective, successful international partnerships.

Finally, the International Strategy envisions communicating and celebrating these partnerships in ways that build synergies between our many areas of involvement, promote awareness broadly across our campus and invite the wider community to engage with us as we link Manitoba to the world.

The Vice-President (Research & International) (VPRI) is the senior lead for developing and managing the *University of Manitoba International Strategy*. The *University of Manitoba International Office*, reporting to the VPRI, will be the primary administrative unit to coordinate and communicate the International Strategy. Many other units support and lead internationalization within the University within their defined roles and will continue to play an important role in the delivery of this Strategy based on their existing mandates. As a result, the *University of Manitoba International Office* will have a new mandate to serve institutional clients in coordination with other units serving internationalization directives.

The primary functions and support services of the *University of Manitoba International Office* will be:

- International agreements & partnerships
- Visiting international delegations
- Preparing University missions abroad
- International mobility
- International development
- International Strategy governance

These areas of responsibility are further described in the sections that follow.

### 3.2 International Agreements

Faculty members will be expected to take primary responsibility for the success of partnerships they initiate and to report annually on their partnership activities. The *University of Manitoba International Office* will be the main support and contact unit, working with faculty members, deans and their units to ensure successful partnership development. This support will continue throughout the life cycle of the partnership, enabling faculty to rely on the *University of Manitoba International Office* for help in addressing concerns as they arise, introducing and connecting other University of Manitoba administrative units for specific areas of support, and celebrating success achieved. A new partnership development process will be presented on the *University of Manitoba International Office* website that clearly identifies the requirements and milestones of partnerships development at each milestone. This will serve to test the success of activities and determine the support levels required based on those outcomes.

When a faculty member or unit approaches the *University of Manitoba International Office* to establish a new international partnership, staff will provide the following specific supports:

- Contextual awareness of global trends and opportunities in higher education
- Vetting and distribution of partnership requests coming from international institutions
- Advice and support for faculty members and units in identifying appropriate partners, setting partnership objectives and locating necessary resources
- Awareness of risk management considerations
- Review, negotiation and finalization of institutional agreements with international partner universities
- Program and project management advice and support
- Reminders of upcoming milestones, such as agreement renewal, reports due
- Collection of activity data and partnership results through a common reporting template
- Promotion and celebration of partnership achievements

### 3.3 International Mobility

In our globalized world, University of Manitoba students, faculty and staff are traveling regularly. In order for the University to ensure a positive and safe experience for our different community members when traveling on University sponsored or sanctioned activities, it is important to ensure adequate information is collected and shared, appropriate program supports are available, and effective administrative systems and protocols are used. Staff and faculty members who travel as part of their University responsibilities have access to travel supports through their units, group insurance coverage, and travel services. When students travel through University of Manitoba programs or initiatives, the University of Manitoba has a particular responsibility to protect their safety and support a successful learning experience for them. The *University of Manitoba International Strategy (UMIS)* prioritizes safely managed international education programs for students, including adoption of a University Travel Risk Policy and good risk management practice for all traveling members of our University of Manitoba community.

Faculty members who create international learning opportunities for students have many options to explore. They may choose to develop a course offered abroad, set up a student exchange program, plan an international field trip, arrange for a placement to do practicum or research work, or perhaps a combination of the above. Among the many benefits of such programs, intercultural competence is a key learning objective that requires intentional planning and preparation. Faculty members looking to establish international learning opportunities for students will be able to turn to the *University of Manitoba International Office* as an initial point of support. The *University of Manitoba International Office* will provide advice and suggestions concerning various program options, help identify appropriate international partners, review risk management concerns and strategies and help faculty members locate available funding and resources. In particular, the *University of Manitoba International Office* can help link faculty members with the many additional University of Manitoba supports available through Student Affairs units, Centre for Academic Teaching and Learning, and Extended Education.

Academic mobility for staff and faculty is just as important as student mobility for furthering University internationalization. Such mobility takes place for many different reasons and results in many different outcomes, with the common institutional goal of increasing international engagement and impacting communities around the globe. Research and development projects, partnership conferences, faculty teaching exchanges, and participation in international associations all contribute to our collective international goals. Faculty and staff will find initial advice and support for their international activities from the *University of Manitoba International Office*, where pre-trip advising will include knowledge of existing partnerships, sources of funding, cultural contexts and possible on-the-ground supports for specific activities.

Understanding the international mobility trends at the University of Manitoba is a key component to establishing meaningful international strategy targets and objectives. VPRIO has purchased a database software program to help track information regarding international

mobility. It offers data management support and training for units using this database system. The *University of Manitoba International Office* will also continue to collect, synthesize and report on international mobility trends for the University of Manitoba on an ongoing basis.



### 3.4 International Development Projects

The University of Manitoba has a long and rich history of translating the knowledge gained through discovery research to its application in improving the lives of individuals and communities. Internationally, University of Manitoba faculty, staff and students are having a tremendous, positive impact in communities across the globe. Such capacity building work in resource poor regions is an important part of our University of Manitoba international engagement that we want to continue and increase.

Faculty members are the primary leaders on campus in initiating and implementing international development projects. Students and staff may also have contributing roles in this work, which serves to change our own attitudes and understanding of how our interdependent world works. The *University of Manitoba International Office* will be the main point of contact for faculty members wishing to explore international development opportunities abroad. *University of Manitoba International Office* staff will be able to provide interested faculty members and their partners with the following supports for international development projects:

- Knowledge of funding opportunities for international development work, distributed via e-mail through e-subscription and broadly available on the *University of Manitoba International Office* web site
- Proposal development support, including detailed knowledge of application process, funder priorities, eligibility criteria, funding requirements, results based management approaches, internal University of Manitoba resources and procedures, and possible site visit support for second round applications.
- Team building support, including networking with other University of Manitoba faculty members in various disciplines, partner identification
- Project management support, including negotiation and review of partnership agreements, work plan development, communication, team building and relationship management, intercultural skills training, problem solving advice, monitoring project progress, and project evaluation
- Review and reporting on project activities, including communication with funder, coordination with other units regarding financial oversight and fund management, promoting project awareness and results internally and externally to University of Manitoba community

### 3.5 Visiting Delegations

The University of Manitoba is frequently host to visiting international delegations from universities, government offices and agencies, trade and investment corporations and the like. Visitors are always welcome to our University as they increase awareness of the University of Manitoba overseas and help to expand our knowledge of partnership opportunities abroad. Delegations may come with very specific purposes to advance particular partnership interests, or they may have a more general desire to get to know our University through an initial exploration of potential collaboration.

The *University of Manitoba International Office* provides a welcoming first point of contact for visiting delegation inquiries as well as visit hosting supports. Specifically, *University of Manitoba International Office* staff will:

- Respond to visit inquiries
- Prepare letters of invitation for visa purposes
- Determine visit priorities and arrange suitable meetings with University of Manitoba individuals and units; Suggest additional individuals and units relevant to delegation interest and purpose as schedule permits
- Prepare visit itinerary, information packages and hosting gifts (as required)
- Provide briefing notes to University of Manitoba members hosting the delegation, including existing or historical University of Manitoba relationship with partner, regional context, institutional background
- Prepare presentation about University of Manitoba for visiting delegation (as required)
- Provide advice to visitors on local accommodation and logistics
- Follow up on visit outcomes and results
- Track visit information to help inform future communication with the international partner
- Report regularly on all international delegation activity for the University

### 3.6 University of Manitoba Missions Abroad

On a regular (likely annual) basis, select University of Manitoba Senior Executives (or designates) will lead a delegation of University faculty and staff on an international mission to enhance partnerships and promote University engagement abroad. The specific purpose of this mission will be determined according to University priorities and interests in the region. The region will be selected based on input from the regional advisory groups and the specific stops in the region will be based on applications from all units to make recommendations for specific site visits. Participating members of the mission will be individuals with significant partnership interests in the destination region and will be called upon to take an active role in planning and delivery of mission objectives.

The *University of Manitoba International Office* will be the primary coordinating unit for preparing University missions abroad. Specific *University of Manitoba International Office* supports for this activity will include:

- Prepare University of Manitoba Mission proposal based on review and assessment of University of Manitoba priorities, partnership activity, regional opportunities, and academic interests
- Submit proposal to the International Advisory Council (IAC) for consideration and approval through consultation with the region sub-councils
- Place a call for participation where units would apply to be part of the mission including stops to specific sites based on existing or proposed partnership opportunities
- Chair a core mission planning team (CMPT) specific to each mission; The CMPT will determine mission goals and expected outcomes from the applications from the units, set mission dates, advise on key mission preparations and submit a mission evaluation and report
- Gather information regarding site of visit from various sources, including a possible site visit in advance of the mission
- Work with MCO to develop a visibility plan for the mission, including preparation and translation of materials, selection of appropriate media and identification of public relations opportunities
- Oversee arrangements regarding logistics, accommodations, meetings and overall mission itinerary
- Prepare briefing materials for University of Manitoba Mission participants and international partners
- Conduct post-mission debriefing, assessment, reporting and follow up on initiatives

### 3.7 Governance

The President has delegated responsibility for University of Manitoba international engagement to the Vice-President (Research & International), who holds the senior central administration position for reporting on international initiatives to the Senate and Board of Governors. The VPRI is the lead operational unit responsible for the implementation of the *University of Manitoba International Strategy* in cooperation with the Provost and Vice-President (External) offices. The VPRI has delegated the operational responsibilities of the International Strategy to the Associate Vice-President (Partnerships). The *University of Manitoba International Office*, reporting to the AVP (Partnerships), is the service unit supporting and guiding the implementation of the *University of Manitoba International Strategy*.

In order to ensure that all units across campus are engaged as stakeholders, an International Advisory Committee (IAC) will be appointed to provide broad advice and direction to the VPRI on matters related to the *University of Manitoba International Strategy (UMIS)*. These include, but are not limited to:

- Provide advice and recommend priorities related to initiatives identified in the UM International Strategy.
- Review the annual International Report Card and provide guidance on progress towards International Strategy objectives.
- Provide recommendations on policy and procedural effectiveness related to UM internationalization.
- Determine priorities for UM Missions Abroad.

The IAC membership will be comprised of senior administrators (representing the four Vice-Presidents) and faculty members (deans, associate deans and members at large) representing academic units across the University. The IAC will be chaired by the VPRI or designate and supported by the *University of Manitoba International Office*.

The IAC will receive information and advice from an International Operations Committee of administrative units with key areas of involvement in University international activities. The IAC Operations Committee will be chaired jointly by the AVP (Partnerships) and Vice-Provost (Student) and will report on activities and concerns handled by these units to the IAC on a regular basis.

Sub-Committees may be formed from the IAC membership to address specific international initiatives such as the annual University Mission abroad, decisions on funding and awards assigned to the IAC, or particular policy or procedural questions.

Regional Advisory Groups will be formed for geographical regions of priority interest for the University of Manitoba and will provide specific regional advice to the IAC on a regular basis or as requested. Regional Advisory Groups will be comprised of University of Manitoba faculty, staff or students who have in depth knowledge and expertise in a particular country or region. University community members who wish to initiate a Regional Advisory Group may do so by submission of a brief registration form to the IAC.

As part of its annual review of the *University of Manitoba International Strategy*, the IAC will review an annual report card of University of Manitoba international activities prepared by the *University of Manitoba International Office*. The VPRI approves this report prior to publishing for a wide public audience.

## 4. Concluding Comments

The next five years offer an opportunity for the University of Manitoba to take a new internationalization path that will build on the tremendous successes to date while recognizing the need to focus our efforts and resources to achieve the greatest outcomes possible. The strategy does not represent a significant departure from how the University has previously undertaken internationalization initiatives but instead has re-organized ownership to ensure the champions promoting specific partnerships are given the resources necessary to be successful within the constraint of the expected outcomes defined. Delivery of this Strategy is underpinned by a new governance structure that will ensure input and involvement from all units as well as a new focus for the renamed *University of Manitoba International Office* that will be the institutional support for partnership development.

As the *University of Manitoba International Strategy* implementation process moves forward, the International Advisory Committee and its Operations Committee will define the detailed delivery plan for the activities outlined under the five major goals. This will be communicated across the University through annual updates on the Strategy implementation. The International Advisory Committee will review progress and update the Strategy as required annually reflecting new opportunities and changing priorities that present themselves along the way. In the fourth year of the plan, a formal review of the entire plan will be undertaken through the VPRIO with support from the *University of Manitoba International Office* to measure the outcomes at that point and to chart a course for the subsequent five years based on the success to that point.

This Strategy provides a framework for direction of the internationalization process at the University of Manitoba. Its success is dependent on the many individuals within our University community who will reach out beyond Canada's borders to engage our global community, offering their knowledge and ability to positively impact the lives of others, and absorbing new ideas and perspectives in the process. Together, we can build on each other's success and increase the potential of our University to truly be a catalyst for transformative change, not only in Manitoba, but around the world.