Interim Report of the International Task Force to GFC
March, 2014

The International Task Force (ITF) was originally created in 2012 to develop the university’s International Strategy and disbanded when the strategy was successfully launched in March 2013. The strategy, a key component of the university’s Eyes High vision, is designed to increase diversity and cross-cultural competencies on campus, enhance education and research partnerships, and advance international development. The ITF was comprised of representatives from each faculty, along with key administrators.

The Task Force was reinstated in December, 2013 to investigate multiple options for recruitment services, a foundations/pathways program, and language and cultural transition support for international students. We had significant consultation on international student recruitment and student support in the fall of 2013 that raised a number of issues as we explored the potential use of a third party provider to help in recruitment and a pathways program. Key issues included student quality, institutional reputation, institutional academic control of programs, academic outsourcing, and institutional capacity.

As a reminder, one of the key goals of the international strategy is to increase the international enrolment to 10% of our undergraduate population. We need approximately 1000-1300 new international undergraduate students to meet our target of 10%. That is, we would have about 200 to 325 new international students in each year of a four year degree, and these students would be in spread over a variety of faculties.

In order to ensure complete discussion at the ITF meetings, we added a member of TUCFA (Paul Rogers), a representative from our EAP program (Anuradha Sengupta), the new deputy provost (Kevin McQuillan), new student representatives (Emily Macphail [SU] and Tina Johnston [GSA]), a new representative from University Relations (Kim Lawrence), and a new representative from SSE (Bill Rosehart). The task force will review options and make recommendations to the General Faculties Council in April, 2014.

Task Force Membership
Dru Marshall, Provost and Vice-President (Academic) – Chair
Andre Buret, Professor, Biological Sciences, Faculty of Science and Associate Vice-President (Research)
Janaka Ruwanpura, Vice-Provost (International)
Benedikt Hallgrimsson, Professor, Faculty of Medicine & Adjunct Professor, Archaeology, Faculty of Arts
Kim Lawrence, Associate Vice-President (Marketing)
Ken Barker, Dean, Faculty of Science
Ian Holloway, Dean, Faculty of Law
Dianne Tapp, Dean, Faculty of Nursing
Lisa Young, Dean and Vice-Provost, Graduate Studies
Jaydeep Balakrishnan, Associate Dean (Academic, Priorities & Planning) and Professor, Haskayne School of Business
Lorne Jaques, Associate Professor, Faculty of Social Work
David Johnston, Registrar and Associate Vice-Provost (Enrolment)
Glynn Hunter, Director International Relations
James Paul, Associate Professor, Werklund School of Education
Process:
A binder was prepared for the Task Force including all of the materials gathered to date from the previous subcommittee: the Report of the Subcommittee of the International Task Force on International Student Recruitment (presented to GFC June 2013), Foundation/Pathways Programs/International Recruitment Report (presented to GFC October 2013), Consultation Slides (October 2013), International Town Hall presentation (November 2013), the current webpost and two UToday articles. Consultation on this issue between August and December, 2013 included meetings with the following groups: TUCFA, AUPE, MaPS, SU council, GSA council, Schulich School of Engineering Faculty Council, Haskayne School of Business, Faculty of Science Council, Faculty of Arts Council, University of Calgary-Qatar, EAP, Libraries and Cultural Resources Council.

Meeting Summary of Task Force (January – March, 2014)

To date, a series of meetings have been held between January 9 and March 10 that included a variety of presentations followed by discussions. In addition, a number of small groups were formed to prepare additional presentations to the group. The schedule of meetings/presentations was as follows:

January 9  Introduction; work plan
January 21  ESL program – Continuing Education (Yassin Boga); EAP program (Anuradha Sengupta)
January 31  Current recruitment practices (David Johnston); Student Experience (Susan Barker); International Education (Lorne Jacques)
February 12  Presentation by INTO (third party which works on capacity building through academic insourcing)
February 18  Competitive recruitment in target markets (Kim Lawrence), Best & Worst Practices of International Recruitment (Ian Holloway, Ken Barker, David Johnston, Paul Rogers, Jaydeep Balakrishnan, Benedikt Hallgrimsson)
February 24  Synthesizing discussion on recruitment (targeted, opportunistic, integrated, multi-modal; identification of geographical locations)
February 26  Discussion of principles for report (Ken Barker, Jim Paul, Paul Rogers, Jennifer Hatfield)
March 3    Principles/Capacity
March 10 Principles/Capacity

*The Budget sub-committee is still to report to the Task Force (Bill Rosehart, David Johnston, Jaydeep Balakrishnan, Yassin Boga, Anuradha Sengupta).

**Principles:**
- **Inclusivity**
  - We have a campus environment that welcomes diversity
- **Quality**
  - University of Calgary will recruit high quality students as determined by academic performance.
- **Student Success**
  - International students will be provided a supportive environment with high quality curricular, co-curricular and cross cultural experiences to maximize their opportunities for academic and life success.
- **Enhancing**
  - International recruitment initiatives will enhance the reputation of the University of Calgary while adding value to all students and our broader campus community.
- **Customization**
  - In alignment with University strategies, units will tailor their recruitment and program initiatives to meet their goals and the needs of their students.
- **Integration**
  - International activities and initiatives will be integrated with the core work of the university.
- **Sustainability**
  - All international programs, activities, and support services must be operationally and fiscally sustainable.
- **Institutional Autonomy**
  - The University of Calgary will have control and authority over all academic aspects of our international programs.
- **Timeliness / Agility**
  - Timely decisions about recruitment, program initiation, program implementation, and quality review processes should be made.

**Issues identified:**

1. **Capacity**
   - **Recruiters** – Currently, we employ 6 recruiters on our campus for all recruitment activity. Of these, 2 FTE are allocated to international recruiting. This is in contrast to schools like University of Alberta or UBC, who employ **xx and yy recruiters**.

   **Student support** – We want to ensure that students are successful when they attend the University of Calgary. We also want them to feel welcome. We want our students to have positive health. We are short services related to advising, counselling, social services, food services and cross cultural
understanding. Services need to be located both centrally and within faculties. We need to add capacity in these areas.

*Space* – Space will have to be identified for use for any program we develop. At the start, we have to identify 2-3 classrooms that hold 25-30 students that we could dedicate for a pathways/foundation program – which would increase to up to 4-6 additional rooms (and perhaps more) as the program develops. Depending on the type of programs being taught, we may also have to consider adding lab space, or determine creative ways to use lab space on campus. As our international programs grow and we hire more academic staff, increased office space will be required as well as additional space for graduate students.

*Accommodations* – we have limited capacity in our residences – additional space is possible in the SAIT residence complex, and through home stay programs, which have been very successful both in our EAP and ESL programs.

*Finances* – discussion ongoing

*Actual Recruitment Strategy* – with limited resources we have to be strategic and targeted (geography, discipline, student type).

2. **Model: Institutional model vs third party provider**

*Capacity/expertise*: Do we have the capacity and expertise to do things on our own? Can we grow it? Do we need help to develop our recruiting services and connections? Our pathways program?

*Control/risk*: With the rapidly changing international environment, should we develop a shared opportunity/risk model? (i.e., rather than hire people at the university in a model that might become outdated quickly, should we share opportunity/risk with a third party provider?). Or – should we shoulder the opportunity/risk entirely and do everything on our own?

*Timeliness*: how long are we willing to take to reach our goals?

3. **Transition from pathways program to University**

When do students make the transition? Do they complete a pathways program and then move to the University, or do we allow students to take some university courses while in a pathways program?

**We are still reviewing this and we will report back on this at the next GFC.**

**Potential Solutions:**

Multimodal (ie, one size does not fit all)

- New recruitment (on own or with third party) (20%)
- Pathways/foundation year with movement to University (40%)
- 2 + 2, 3 + 2 programs (40%)
- Scholarship/sponsored students (will be in each of the three categories above)
Joint Venture with third party – academic control rests with university (academic insourcing)

Separate legal venture that we develop