

2022—2027

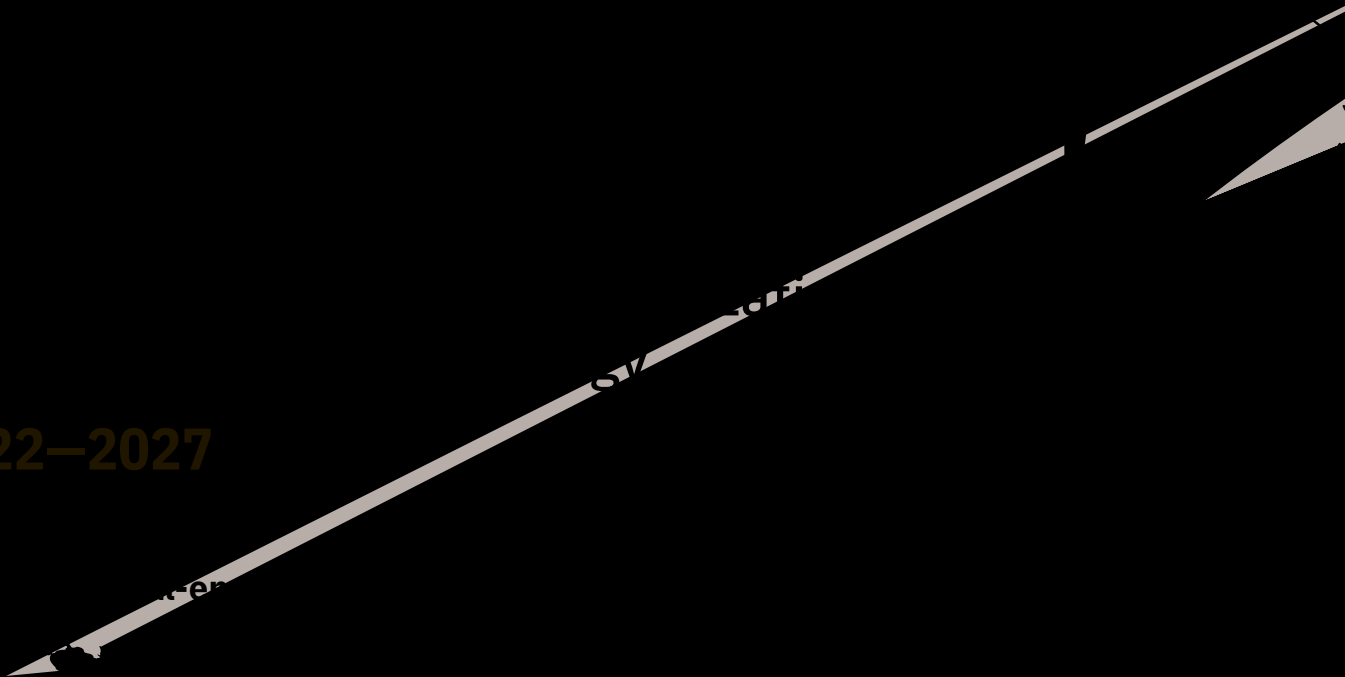
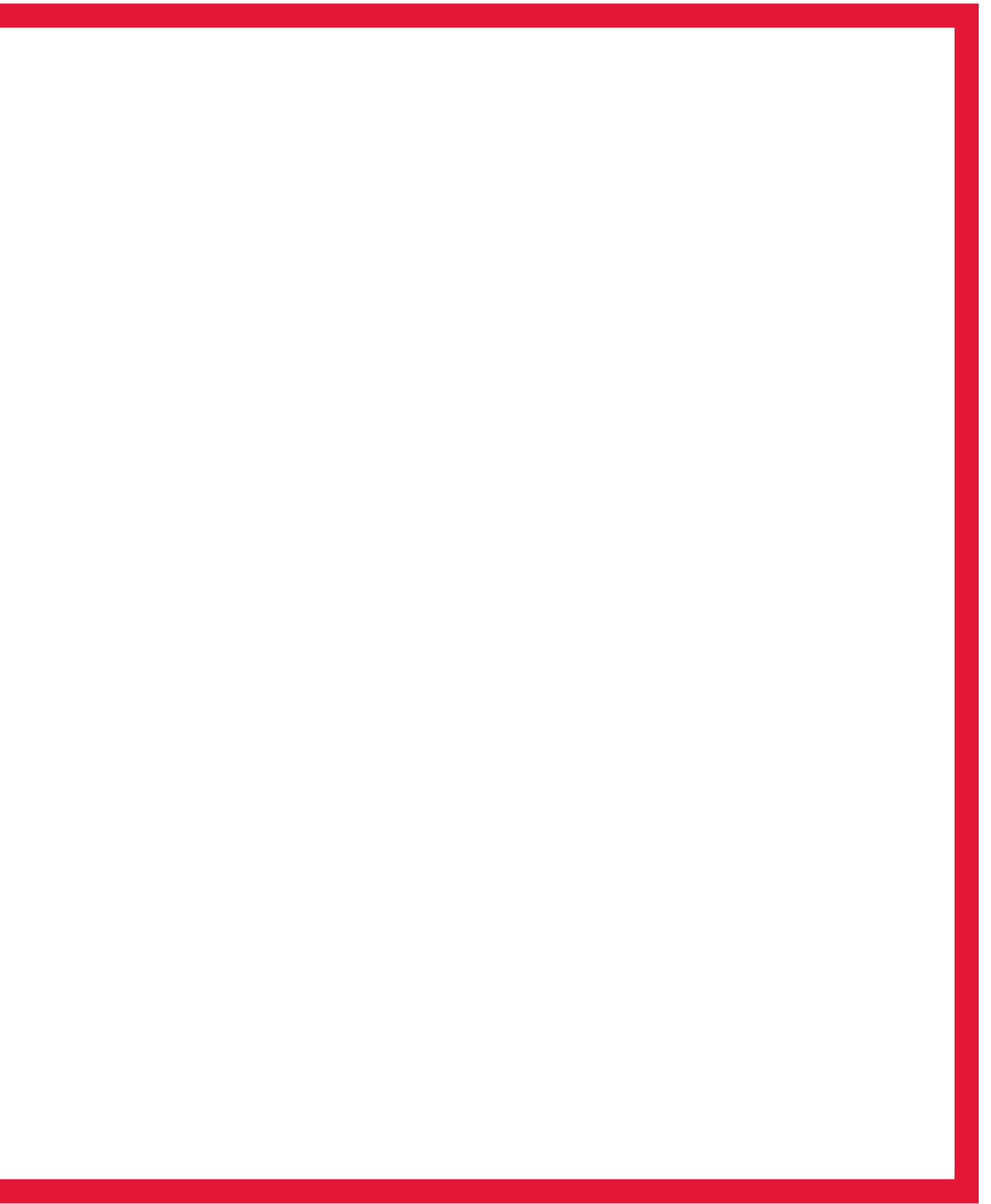


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Dear Colleagues,



Consultation

York is deeply committed to integrating our diverse community's thoughts and voices, to share best practices and leverage vital opportunities to achieve a collective vision.

The President's Council on Internationalization and Global Engagement membership represents each of York's faculties, its Central Administrative Units, including Research, Students, Advancement, the York University English Language Institute, and York International — as well as undergraduate, graduate, and international students.

The council was tasked with the development of a strategic internationalization and global engagement plan, which involved two key phases.

The first phase was the creation of an issue paper summarizing York's strengths, challenges, risks, and opportunities regarding internationalization. The document, "Globally Minded and Globally Engaged: Towards an integrated strategy and framework for internationalization and global engagement," served as a springboard for the second phase: a university-wide consultation process.

From September 2019 through March 2020, we solicited insights from the York community through a wide variety of consultations including with Faculty councils, students, staff, alumni, local and global partners and administrative and governance committees of York. Participants were asked to reflect on the University's current internationalization and global engagement activities, consider methods for expansion, and the further inclusion of student, faculty, staff, partners, and alumni contributions.

We hope that all members of the community see their role in the implementation of this strategy. While this strategy serves as an institutional roadmap, faculties, and departments are encouraged to develop their own goals, action plans, and metrics based on the values listed below.

Continued collaborations, as well as strong support of future initiatives will be key — through financial resources, consistent processes and procedures, and transparent communication.

Internationalization and Global Engagement at York

York University is privileged to be in Toronto, Canada's largest city and one of the most diverse metropolitan areas in the world. Keele campus is close both to the city core and at the doorstep of York Region, and uniquely positions us to serve communities spanning millions of people. A wealth of opportunities is available for our students, faculty, and staff to engage with a myriad of cultures and to see global engagement in action, without needing to go abroad. York is also home to over 10,000 international students who have chosen to pursue their undergraduate and graduate studies and make up nearly 20% of our student body.

Values

York's core values bring together diverse perspectives and experiences to accelerate the process of discovery and global impact.

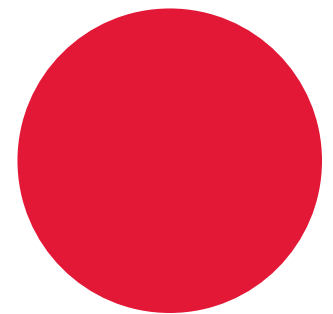
Internationalization and global engagement initiatives must embody the values of York and the University Academic Plan, including inclusivity and sustainability. For York to be a global actor, we must also adopt the values of integrity, reciprocity, and reflexivity to ensure international initiatives and relationships are equitable and mutually beneficial.

In more detail:

- Integrity – promotes evidence-based, ethical decision-making
- Reciprocity – nurtures a culture of mutual respect, learning, and educational and societal benefits
- Reflexivity – evaluates impact and examines methods to address global forces that drive instability and polarization
- Inclusivity – identifies and meet the needs

Priorities

Four strategic priorities will guide the work of York's faculties and departments, and provide the flexibility needed to set goals according to individual contexts and objectives.



EXPAND
inclusive global
and intercultural
learning

ENHANCE
the experience of
international
students

ENGAGE
in global research
and innovation

ELEVATE
global stewardship,
partnerships
profile, and impact

Expand Inclusive Global and Intercultural Learning

The world is confronted by grand and systemic challenges.

We must provide opportunities for students to engage with one another and with peers around the world to exchange ideas and knowledge, incorporate new perspectives, and cocreate sustainable and inclusive solutions. Faculty and instructors play a crucial role in preparing our students' global outlook and must be engaged and supported.

This means we must:

- Expand and diversify outbound global learning programs
-

Not all of our students will be able to travel abroad. Our principles of inclusion and sustainability mean that we will prioritize, invest, and accelerate initiatives at home including internationalization of the curriculum and co-curriculum. York is ready to respond to 13 emerging challenges including the pandemic and the enduring reality of geo-political travel restrictions.

York University is home to more than 56,000 students, including over 10,000 international students from 178 countries, speaking over 68 languages. York's faculty members are equally diverse, having completed their studies at over 300 institutions outside of Canada in 74 countries.

Our GTA campuses sit on the traditional territories of many Indigenous Nations including the Anishnabek Nation, the Haudenosaunee Confederacy, the Huron-Wendat, the Métis, and the current treaty-holders, the Mississaugas of the Credit First Nation. This incredible diversity and history are one of York's greatest assets and has contributed to the academic, social, and cultural identity of York.

While York's students and faculty bring great diversity and rich experience to classrooms and campuses, we need to construct more opportunities and spaces to recognize, explore, and engage with this diversity of thought, perspectives, and experiences — formally and informally — to bring global engagement to our front door.

We must also cultivate reciprocal relationships with another great asset — our local communities. We will engage and enhance collaboration with local communities, organizations, businesses, and other stakeholders that represent Indigenous and diaspora communities.

We will build on current programming to ensure that international, inter- and cross-cultural curricular, co-curricular, and professional development opportunities are intentionally embedded in academic programming and operations.

Expand Inclusive Global and Intercultural Learning

Promote internationalization of curricula and pedagogy

- Embed intercultural, cross-cultural, and international perspectives into academic program matrices and program or course learning outcomes, where applicable.

This will require a strategic investment of resources to raise the reputation and profile of York by improving:

- Digital and other marketing efforts including York’s web and social media presence on regional platforms
- In-country relationships with key influencers such as parents, guidance counsellors, diaspora communities, and alumni
- Pathways to enhance recruitment

Programs and tuition fees will need to be reviewed on a routine basis to ensure quality, affordability, and competitiveness on a global scale. York must also leverage our community of faculty, staff, international students, and alumni to help attract talent from around the world. Finally, York will need to expand the number of international student scholarships and bursaries to reach increasingly diverse international students.

Attracting students is just one step of our strategy. As the planned growth of the international student body continues, we must invest in additional resources and support services to ensure the academic and professional success of these students, as well as their mental, emotional, and physical well-being.

As part of York’s commitment to ethical, inclusive, and sustainable internationalization, the University must provide its diverse body of international students with a world-class experience in classroom learning, work-integrated learning, co-curricular, and extracurricular experiences.

We must ensure international student service delivery is coordinated between York International, Division of Students, and the faculties to ensure seamless delivery of services, identify gaps, and limit the duplication of efforts.

A key mechanism to enhancing the international student experience is establishing university-wide steering and working groups focused on strategic planning as well as service delivery from pre-recruitment to post-graduation.

Engage in Global Research and Innovation

Strengthen and scale the development of networked research clusters

- Support work in areas where York has well established or emerging strengths. These supports will also be directed at specific partners and regions, prioritize specific outcomes or modes of

Elevate Global Stewardship, Partnerships, Profile, and Impact

York is committed to multilateral and mutually beneficial partnerships with other institutions, community partners, industry, and governments.

UNSDG's provide an excellent framework for partnerships and globally minded stewardship. York has already demonstrated its leadership through our response to global migration — whether through scholarship on multiculturalism, socially responsible procurement that benefits disenfranchised communities often comprised of new immigrant populations, continuing education programming for foreign professionals, or free distance learning degrees for refugee students.

We are working with many levels of government in Canada and other nations, as well as intergovernmental organizations, civil society, industry, overseas universities, and diaspora communities to address global migration.

This success is possible because of York's robust alignment of values, contributions by members of the York community, scholarship, and leadership.

Our strategy aims to strengthen this alignment between internal and external leadership by embodying these

Elevate Global Stewardship, Partnerships, Profile, and Impact

Develop a multi-dimensional approach to selecting and developing strategic partnerships

- Guide partnerships based on principles of mutuality, compatibility, and convergence of values.
- Establish advisory groups to share and champion York partnerships.
- Create seed funds for international partnerships development.

Enhance resiliency and respond effectively to global macro forces and prioritize action on global climate change

- Strengthen efforts towards a climate positive university by or before 2050, embed climate-friendly practices into internationalization, develop supports for scholars forcibly displaced, and explore establishing a President's Council of International Leaders to respond to these emerging challenges and opportunities.



Develop a robust communication and engagement strategy

- Promote internationalization and global engagement efforts to enhance York's profile.
- Establish awards recognizing students, faculty, and staff.



Improve York's position in benchmarking initiatives to better reflect and enhance our impact

- Improve performance in the mainstream university league tables (THE, QS, etc.), explore participation in Canada's Best Diversity Employers and the Sustainability Tracking, Assessment & Rating System (S&P Global)

Foster enduring connections with York's network of alumni, including the development of regional alumni networks and a global alumni advisory council.

critical mass of established alumni, including the development of regional alumni networks and a global alumni advisory council.



The Future

Engaging the World is a guiding framework to recognize community achievements, refocus future efforts, and strategize partnership development.

The strategy complements and supports the University Academic Plan, the Strategic Research Plan, Sustainability Strategy, and other key university strategies. It will guide the development of operational plans that

President's Council on Internationalization and Global Engagement:

- Lisa Philipps, Chair (Provost and Vice President Academic)
- Lily M. Cho (Associate Dean, Global & Community Engagement, LA&PS)
- Pablo Idahosa (Professor of African Studies & College Head, LA&PS)
- Les Jacobs (York Research Chair in Human Rights and Access to Justice, Director of Institute for Social Research)
- Shahirose Premji (Director of School of Nursing, Faculty of Health)
- Lorna Wright (Associate Professor of International Business & Organizational Studies, Executive Director of Centre for Global Enterprise, Schulich School of Business)
- Roger Keil (Professor of Global Suburbanisms, Faculty of Environmental Studies)
- Roopa Desai Trilokekar (Associate Professor, International Education, Faculty of Education)
- Colin M. Coates (Professor of Canadian Studies, Glendon)
- Craig M. Scott (Professor of Public & Private International Law, Osgoode Hall Law School)
- Mary Helen Armour (Department of Science & Technology Studies, Faculty of Science)
- John Gales (Assistant Professor, Department of Civil Engineering, Lassonde School of Engineering)
- Ian Garrett (Theatre, School of Arts, Media, Performance and Design)
- Thomas Leobel (Dean and Associate Vice President, Faculty of Graduate Studies)
- Neville McGuire (Chief of Staff, President's Office)
- Julie Lafford (Executive Director, Alumni Relations)
- Rui Wang (Interim Vice-President Research & Innovation)
- Lucy Fromowitz (Vice Provost, Students) - Vinitha Gengatharan (Executive Director, York International)
- Isaac Garcia Sitton (Director, International Education, School of Continuing Studies)
- Rawan Habib (President, York Federation of Students) - Jake Okechukwu (International Graduate Student)
- Yolanda Weima (YUGSA)
- Zachary Gouveia (UG student LA&PS – Exchange student in Japan)
- Jason Ma (UG International (China) Student LA&PS)
- Prince Barpaga (UG International (India) Student Lassonde)

Consultations

- School of the Arts, Media, Performance & Design
- Faculty of Education
- Faculty of Environmental & Urban Change
- Glendon Campus
- Faculty of Graduate Studies
- Faculty of Health
- Lassonde School of Engineering
- Faculty of Liberal Arts & Professional Studies
- Osgoode Hall Law School
- Schulich School of Business
- Faculty of Science
- School of Continuing Studies
- Office of Vice President Research and Innovation
- York Federation of Students
- York University Graduate Students Association
- President Vice-Presidents (PVP)
- Deans Forum
- Communications & Public Affairs
- Advancement
- Office of Vice Provost Students
- External Relations Committee (Board of Governors)
- Survey participants (faculty, instructors, students, staff, alumni & partners)
- Student consultation attendees
- Student Representative Roundtable
- Open consultation attendees
- APPRC

Acknowledgements

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