PRESENTED BY: Stephen Urquhart, chair
Governance committee

DATE OF MEETING: October 17, 2019

SUBJECT: Proposed dissolution of the International Activities Committee of Council

COUNCIL ACTION: Notice of Motion

CONTEXT AND BACKGROUND:
In October 2018, a working group of the International Activities Committee (IAC) of Council completed a report on the strategic directions of the IAC (attachment 3). Dr. Keith Walker chaired the working group, which conducted its work from October 2017-October 2018. Upon receipt of the findings, and with careful consideration, the committee recommended that the IAC be dissolved. The IAC membership decided by electronic vote on November 21, 2018 to recommend to Council the dissolution of the IAC.

Following this vote, on November 28, 2018, the chair of IAC Dr. Paul Orlowski, presented a recommendation to the chair of the governance committee to dissolve the IAC. The governance committee considered this recommendation at its meeting of December 13, 2019, and the report from the IAC was presented by Dr. Walker at that meeting. The governance committee resolved that the motion and the report from IAC should be presented to the coordinating committee of Council for their advice.

At its meeting of January 31, 2019, the coordinating committee considered IAC’s proposal and the question above, and requested that each of the committee chairs consider how internationalization is covered in their respective mandates, i.e. be reviewing their terms of reference. Feedback from the committees was received by the coordinating committee and presented to the governance committee on May 16, 2019. On September 19, 2019 Council received a request for input on the matter.

SUMMARY:
In reference to the proposed motion to dissolve the IAC, there was variation in the Council committees’ responses to the question posed by the coordinating and governance committees, which was anticipated and acceptable to the governance committee. However, some questions
were raised about a few of the specific proposed amendments. These will take time to consider. Given the importance of internationalization for the university, and the variation in responses to the governance committee, further conversations are required between the committees. These conversations will be taken up again in the fall of 2019.

Upon completion and finalization of the Council committees’ review of their terms of reference with respect to internationalization, the governance committee will be bringing forward proposed changes to Council in 2019/20. Those committees recommending changes include: TLARC, APC, and RSAW. The place of internationalization in other committees’ terms of reference will also be reaffirmed and reported to Council at that time. Those committees include: PPC, nominations, governance, and scholarships and awards.

The main concern raised by the IAC, the governance committee, and the coordinating committee were how faculty and Council input and direction on the university’s priority of internationalization would be maintained. At the same time, in the view of the governance committee, the outcomes of the conversations with each of the Council committees, the coordinating committee, and the vote and report of the IAC all substantiate and support the IAC’s recommendation to dissolve the committee. Council members’ feedback on the recommendation to dissolve the IAC is sought before a notice of motion or request for decision will be presented to Council to this effect.

ATTACHMENTS:
1. IAC Terms of reference and membership 2018/19
2. IAC Memo to the governance committee, dated November 28, 2019
3. IAC Strategic directions working group report, dated October 16, 2019
The International Activities Committee is responsible for:

1) Recommending to Council on issues relating to international activities at the University.
2) Reviewing policies and regulations relating to international activities at the University, and reporting observations and issues to Council.
3) Promoting programs and curricula that provide an international perspective.
4) Reviewing and providing advice on frameworks, procedures and agreements with foreign institutions to relevant university officers, the planning and priorities committee, the academic programs committee and/or other Council committees.
5) Promoting interactions with university and educational/research institutions outside Canada, to foster new opportunities for University of Saskatchewan stakeholders in teaching, learning and research.
6) Receiving, reviewing and reporting to Council reports on matters relating to international student, research and alumni activities from the international units of the University, as well as sharing information with and forwarding reports to other appropriate bodies at the University.
7) Designating individuals to act as representatives of the committee on any other bodies, when requested, where such representation is deemed by the committee to be beneficial.

IAC MEMBERSHIP 2018-19

- The IAC develops and reviews the policies, programming and strategic directions for international activities and programs.
- Membership comprises 9 members of the GAA; at least three of whom are elected members of Council.

Council Members

- Seok-Bum Ko, Electrical and Computer Engineering 2021
- Keith Walker, Educational Administration 2020
- Carol Henry, Pharmacy and Nutrition 2021

General Academic Assembly Members

- Paul Orlowski (Chair), Educational Foundations 2020
- Mirela David, History 2019
- Nazmi Sari, Economics 2020
- Karsten Liber, Toxicology/SENS 2020
- Li Zhang, Library 2020
- Punam Pahwa, Community Health and Epidemiology 2021
Other members – *ex officio* voting
Patti McDougall   [Provost designate]
Vice-Provost Teaching, Learning and Student Experience

Jim Lee   [Vice-President Research designate]
Executive Director, International

Alison Pickrell  Assistant Vice-Provost, Strategic Enrolment Management
Rose Wu VP   Student Affairs [USSU designate]
Somtochukwu Ufondu  [GSA designate]
Jay Wilson Council Chair

Resource members – *non-voting*
Meghna Ramaswamy    Director, International Research *(standing guest)*
Vacant    Director of Internationalization and Special Projects
Vacant    Director of Special Projects, CGPS
David Parkinson    Director, University Language Centre
Pirita Mattola  Manager, International Students and Study Abroad Centre
Roxanne Craig  Committee Secretary, International Office
IAC COMMITTEE TERMS OF REFERENCE

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Keith Walker                     Educational Administration           2020  
Carol Henry                      Pharmacy and Nutrition               2021  

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Mirela David                     History                                  2019  
Nazmi Sari                       Economics                                2020  
Karsten Liber                    Toxicology/SENS                         2020  
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Roxanne Craig Committee Secretary, International Office
Memo

To: Jay Wilson, Chair, Governance Committee of Council

From: Paul Orlowski, Chair, International Activities Committee of Council

cc: Jacquie Thomarat; Roxanne Craig

Date: November 28, 2018

Re: Dissolution of the International Activities Committee of Council

Dear Jay,

The International Activities Committee of Council (IACC) conducted an electronic ballot vote to bring forth a recommendation to Council to dissolve the committee. The vote was carried.

Background: the IACC has been discussing strategic directions of the committee for the past few years, as they felt the committee had become too operational rather than offering strategic guidance to Council. In the fall of 2017 a working group (Strategic Directions, chaired by Keith Walker) was created to develop a plan for the IACC to become a more strategic group for Council on matters of international. The Strategic Directions final report (attached), along with a recommendation to dissolve the committee, was presented to the membership at the October 17, 2018 meeting. Following a lengthy discussion the members agreed to consider the report and the recommendation to Council of dissolution and would vote on the matter at the November meeting. The vote was carried. It was felt that the oversight of international activities at the U of S was being addressed in various ways across campus especially with creation of the new International Blueprint, overseen by the International Operations Committee under the direction of Patricia McDougall, Trever Crowe, and Guy Larocque.

Sincerely,
Paul Orlowski, PhD
Associate Professor
Department of Educational Foundations
College of Education
University of Saskatchewan
Saskatoon, Canada
(306) 966-1350
paul.orlowski@usask.ca
http://www.usask.ca/education/profiles/orlowski.php
Strategic Directions Working Group
A Consensus Report
International Activities Committee of University Council
October 16th, 2018

Members: Naheda Sahtout (GSA President), Jim Lee (Executive Director, International), Alison Pickrell (Assistant Vice-Provost, Strategic Enrolment Management), Patti McDougall (Vice-Provost, Teaching, Learning and Student Experience), and Keith Walker (Working Group Lead)

Mandate of ad hoc Working Group:

To provide a “strategic directions report” to IAC (International Activities Committee).

Background:

Members met on a number of occasions from February to May 2018, and subsequently through e-mail exchanges. The group considered the fiduciary, generative and strategic functions of IAC and reviewed IAC Terms of Reference (ToR). Considerations and conversations included:

• Reviewing possible amendments to wording and specific elements of current terms of reference;
• Considering ways to enhance functioning, operations and ameliorate vulnerabilities of IAC (e.g., how to avoid distraction, goal displacement, redundant function and churning);
• Reviewing composition of Committee;
• Reflecting on interface with other units on campus;
• Testing IAC function and alignment with University Council functions (academic interests); and
• Asking questions about existence, mission, structure, and resources for IAC.

Comment:

The Working Group acknowledged the work of IAC on revisions to international awards, partnering to enhance international presence on website, periodic offering of input/consultation/vetting on various internationally-related initiatives, and for providing input into the “Connecting with the World” The International Blueprint for Action 2025 – A Vision for a Globally Significant University. The Working Group had dialogue on enhancing functions, wondering about composition of IAC, and considering how terms of reference might be adjusted to better align with University Council functions and new administrative structures and supports. The Working Group was eventually drawn back to questions of
the Committee’s existence and mission.

Outcomes:

On May 3rd, we concluded that given the maturation of administrative and support functions for internationalization at the University of Saskatchewan, the seven terms of reference are redundant to tasks already assigned, or are ambiguous and lend themselves to busy-work and individual/situational agendas or belong with other committees of University Council. We further concluded that there were three options for Working Group to consider in reporting to IAC:

a. **Revise/Reframe**: IAC to become “something different” from current Committee via “tinkering” with ToR (terms of reference)
b. **Reset/Re-imagine**: IAC to be overhauled to meet current University Council needs through a process of significant change of mandate
c. **Resign/Release/Retire**: Recommend to IAC (and through IAC to University Council) that as currently set up, IAC is no longer relevant and has no functions that aren’t taken care of by other administrative or faculty roles.

The Working Group decided to recommend the third option.

Warrants for Conclusion

Prior to considering questions of existence or mission of IAC, the Working Group assessed each of the ToR (see Table One)

As members went through each element of the ToR, it became evident that these terms were problematic. In the end, the weaknesses of elements and the whole ToR led to four overlapping observations:

1. The IAC functions envisioned and expressed in the ToR have been replaced by academic units and administrative roles, structures, authority and functions.
2. IAC is not well-positioned to be efficacious nor constructive in operationalizing the ToR
3. A number of the ToR elements have become formally assigned to and taken care of by other Units (See Table Two)

A number of the functions have been professionalized at University and Unit levels. If our assessment of ToR is accurate, then the existence of IAC, with no meaningful and useful functions ought be to re-evaluated. We were not able to conceive of an effective replacement set of ToR for IAC. **This led us to the recommendation that IAC be retired as a committee of University Council.**

One of the consequences of this recommendation, if ultimately affirmed by IAC and University Council, is related to the sufficiency of faculty governance in the realm of
internationalization, international activities, and international policy on campus. In other words, are there sufficient means for faculty to provide input and comments related to the international domain at and through university, college/school, and unit levels? Further, the membership of IAC has also provided one means for the voices of undergraduate and graduate student representatives, and so this recommendation affords the opportunity to consider alternative ways and means for their voices to be represented in matters related to international activities and policies. The While the Working Group did not see fit to offer assessment or remedy for these risks of reduced engagement, it was deemed important to raise the issue.
Table One  
IAC Terms of Reference, Themes and Assessment  
The purpose of this table is to reflect some of the dialogue undertaken by Working Group  
to see the appropriateness and relevance of ToR

<table>
<thead>
<tr>
<th>Interpretation of Themes</th>
<th>Terms of Reference</th>
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<tbody>
<tr>
<td><strong>1. Issue Identification</strong></td>
<td>Recommend to Council on issues relating to international activities at the University</td>
</tr>
<tr>
<td>Dialogue: Problem focused, policing, what sources (beyond Committee Members), ambiguous, gravity-funnel function, mediating function, slippery slope and antenna or watch-dog role. There is or could be a tendency to use IAC to lobby for particular interests</td>
<td></td>
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<tr>
<td>Is the IAC as presently constituted in the best position to fulfill this ToR? Answer = “No”</td>
<td></td>
</tr>
<tr>
<td><strong>2. Policy &amp; Regulation Review</strong></td>
<td>Reviewing policies and regulations relating to international activities at the University, and reporting observations and issues to Council</td>
</tr>
<tr>
<td>Dialogue: Misplaced casuistry (tendency to deal with detailed cases and offer policy reactions to these), overlap with Governance Committee of Council, what would/might the agenda look like for this review (central, unit by unit, particular type of policies and regulations)? What would Council do with report? Is this a functionally wise ToR? Answer = “No”</td>
<td></td>
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<tr>
<td><strong>3. Internal Promotion</strong></td>
<td>Promoting programs and curricula that provide an international perspective</td>
</tr>
<tr>
<td>Dialogue: Too detailed and administrative for a committee of University Council, to what end and what might advice provide that is not already provided? Example cited of double degrees but this might best be handled by other committees of University Council and promotion is more typically seen as function of academic or administrative units with budget resources and well-equipped processes.</td>
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<tr>
<td><strong>4. Review &amp; Advice</strong></td>
<td>Reviewing and providing advice on frameworks, procedures and agreements with foreign institutions to relevant university officers, the Planning and Priorities Committee, the Academic Programs Committee and/or other Council Committees</td>
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<tr>
<td>Dialogue: This set of responsibilities is already assigned to administrative units and International Office. See comments on first terms of reference and Table 2.</td>
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<tr>
<td><strong>5. External Promoting &amp; Fostering</strong></td>
<td>Promoting interactions with university and educational/research institutions outside Canada, to foster new opportunities for University of Saskatchewan stakeholders in teaching, learning and research</td>
</tr>
<tr>
<td>Dialogue: Already assigned to International Operations Committee (administrative), which is a mediating structure for these activities. Some of this is Unit and individual research mediated. See Table 2.</td>
<td></td>
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<tr>
<td><strong>6. Receiving, Reviewing, Reporting and Conveying</strong></td>
<td>Receiving, reviewing and reporting to Council reports on matters relating to international student, research and alumni activities from the international units of the</td>
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University, as well as sharing information with and forwarding reports to other appropriate bodies at the University.

**Dialogue:** This is a middle-role (broker function) where Committee could pick and choose, be the messenger and “get into the weeds” – the functions in this terms of reference are with Units and International Office functions. See Table 2.

<table>
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<tr>
<th>7. Delegation of Representatives</th>
<th>Designating individuals to act as representatives of the Committee on any other bodies when requested, where such representation is deemed by the Committee to be beneficial.</th>
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<tbody>
<tr>
<td></td>
<td><strong>Dialogue:</strong> Don’t need a Committee for this function; other committees of University Council (including Nominations Committee) can look after this.</td>
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**Table Two**

**IAC Terms of Reference in Relation to Other Units**

The purpose of this table is to provide evidence for the Working Group Claim that IAC ToR are now more appropriately taken care of by other units on campus (at both University and Academic Unit levels).

<table>
<thead>
<tr>
<th>IAC Terms of Reference</th>
<th>Other Units (primary, secondary, tertiary)</th>
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<tbody>
<tr>
<td>Recommend to Council on issues relating to international activities at the University</td>
<td>Overall responsibility of the international portfolio now falls to the Provost/Vice-President Academic and Vice-President Research, who both provide reports to Council. Oversight of international activities is provided by the International Steering Team consisting of the Vice-Provost (Teaching, Learning, and Student Experience), Dean (College of Graduate and Postdoctoral Studies), Associate Vice-President (Research), and Associate Vice-President (Alumni Relations).</td>
</tr>
<tr>
<td>Reviewing policies and regulations relating to international activities at the University, and reporting observations and issues to Council</td>
<td>The International Operations Committee has been created to plan and coordinate the seamless delivery of international activities, initiatives and programs at the University of Saskatchewan. It meets on a monthly basis, members of the International Steering Team are part of the committee, and it is chaired by the Executive Director (International). As a Designated Learning Institution (IRCC), the U of S has a responsibility to adhere to the Province’s DLI framework in order to maintain its status to enroll international students. An oversight team has been established, reporting through the Assistant Vice-Provost, SEM and Dean, College of Graduate and Postdoctoral Studies, to ensure policies and practices related to international students are up to date and communicated. Development, approval and administration of university policies relating to international activities (teaching &amp; learning, student affairs, research &amp; scholarly activities, operations &amp; administration, safety and risk, and advancement) follow established procedures outlined on the University Secretary’s website: <a href="http://policies.usask.ca/">http://policies.usask.ca/</a></td>
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<tr>
<td>Promoting programs and curricula that provide an international perspective</td>
<td>A key objective in the International Blueprint for Action is internationalizing learning experiences. There are several objectives including: 1. Increasing study abroad engagement.</td>
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<td>2. Enhancing international &amp; cross cultural perspective in content and learning in the curriculum</td>
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<tr>
<td>3. Optimizing participation in co-curricular activities that are inclusive and foster intercultural understanding</td>
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Primary responsibility for actioning this pillar lies with the Teaching, Learning and Student Experience portfolio with leadership of key administrative units such as the International Student & Study Abroad Centre, and the Gwenna Moss Centre for Teaching & Learning. Colleges and schools are formalizing their thinking in this area through the strategic planning process and blueprint projects. Funding is being made available to support these priorities. The Provost / Vice-President (Academic) and Vice-President (Research) will be keeping tabs on the progress of these goals.

<table>
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<tr>
<th>Reviewing and providing advice on frameworks, procedures and agreements with foreign institutions to relevant university officers, the Planning and Priorities Committee, the Academic Programs Committee and/or other Council Committees</th>
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<tr>
<td>The International Partnerships Team in the International Research and Partnerships Office (IRPO) now falls under the direct leadership of the Executive Director (International). Alongside faculty and colleges, this team now advises, facilitates, and negotiates the development of all academic agreements (outside of research contracts) involving international partners.</td>
</tr>
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<tr>
<th>Promoting interactions with university and educational/research institutions outside Canada, to foster new opportunities for University of Saskatchewan stakeholders in teaching, learning and research</th>
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<tr>
<td>It is standard practice and there are common pathways for international opportunities to be identified directly from the work of faculty members, Colleges, and the international networks they develop and maintain. Stemming (in large part, though not exclusively) from the work and direction of faculty and colleges, the International Research and Partnerships Office (IRPO), Teaching, Learning, and Student Experience (TLSE) and other units promote and facilitate collaborative international opportunities in teaching, research, and the student experience involving international partners.</td>
</tr>
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<th>Receiving, reviewing and reporting to Council reports on matters relating to international student, research and alumni activities from the international units of the University, as well as sharing information with and forwarding reports to other appropriate bodies at the University.</th>
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<td>Information related to international students and international research activities is presented regularly to Council through reports provided by the Provost/Vice-President (Academic) and/or Vice-President (Research). International student related data needs are facilitated and coordinated through the Strategic Enrolment Intelligence Team, reporting to the Vice Provost, TLSE.</td>
</tr>
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<td>Designating individuals to act as representatives of the Committee on any other bodies when requested, where such representation is deemed by the Committee to be beneficial.</td>
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<tr>
<td>Other Council committees may need informed perspectives related to internationalization related topics. This could be obtained through International Operations Committee members and/or members of the International Steering Team (described above). As indicated, University Council, College/School Faculties, and Administrative units may see fit to consider opportunities and gaps with respect to recruitment of faculty and student representation on committees, task forces or other groups to provide appropriate faculty and student engagement in governance, policy making, leadership and decision making in the international domain.</td>
</tr>
</tbody>
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The Institutional Planning and Assessment office oversees university-level internationalization metrics and external reporting related to internationalization such as international rankings.