

Final Report

Task Force on International Research and Development

July 30, 2009

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Executive Summary

Our Foundational Document on internationalization and the first and second Integrated Plans consider the University of Saskatchewan to be under-performing with respect to international research and development. The Task Force was created to advise the university, through the Vice-President Research, on matters relating to improving our performance. In particular, the Task Force was charged with providing recommendations concerning a viable definition of international research and development, the specific focus or centre of this type of work at the UofS, the goals the university should set, the programs and activities that should be put in place to allow the UofS to meet its goals, the measures by which these programs and activities could be assessed, and an implementation plan.

Following discussions at the committee level, the Task Force sponsored a half-day workshop attended by 80 faculty and staff involved in international research and development in order to gather community views on the issues. Participants were asked to discuss whether the UofS needed to focus its efforts and, if so, what the foci should be. Additionally, participants engaged in an exercise to identify ‘barriers’ to and ‘enablers’ of international research and development.

Building on the advice provided at the workshop, the Task Force constructed a set of recommendations that it believes should be implemented in order to permit the UofS to play a bigger role and have larger impacts than it does. The recommendations span five areas:

- Creating and Fostering a Culture of International Research & Development
- Recognition for International Research & Development
- Tracking/Reporting Our Activities and Bench Marks Measuring Success
- Provide Base-Budget Support for the International Research Office
- Identifying and Supporting our International Research and Development Partnerships

Fundamental to this report is the Task Force’s opinion that research and development are integral to other aspects of internationalization rather than as independent, stand-alone activities. Indeed, the Task Force expects that any UofS development projects will necessarily include some aspects of research. Many previously written UofS documents either explicitly or implicitly subsume international development work under ‘research’; in what we hope will become the standard at this university we have tended to consistently use the phrase ‘International Research and Development’ in order to elevate the status of the international development work and to emphasize the interrelatedness of these areas.

We suggest an **International Research and Development Partnership Fund** be created to support a small number of sustainable international partnerships that involve extensive connections to the UofS. Partnerships would be identified by our colleges and schools and involve student and staff exchanges and research/development projects leading to innovative curriculum development. The Task Force members strongly believe that implementing this arrangement would create opportunities to significantly increase our involvement and achievements and enhance our reputation for internationalization.

The implementation plan is embedded in the report itself by identifying the Vice-President Research as having primary responsibility for oversight but naming specific individuals and/or committees responsible for particular recommendations. A suggested timetable for the implementation of the recommendations is provided.

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Introduction

The University of Saskatchewan has much to be proud of with respect to the accomplishments of its many faculty and staff who, over the years, have been involved in international research and development projects. However, with the large turnover of faculty in the last decade, changes in priorities of the Provincial and Federal Governments and their funding agencies, the increasing involvements of most Canadian and foreign universities in this work, and the planning processes and documents implemented at the UofS in recent years, it is time to take stock of our activities and commitments and to consider the way forward.

Over the last decade a series of documents have referred to the importance of internationalization to all aspects of our mandate. A few excerpts from some of these documents will serve as useful reminders to readers of the rationales, objectives, and intentions posited for our involvements in international activities.

A Framework for Planning at the University of Saskatchewan

The point is to strive to measure and be measured by high international standards. Bringing the world's work to our door and taking our work to the world is a fitting vision for a university created in a spirit of service and residing in a Province whose future, in large measure, depends on how well it can compete in a global marketplace.¹

Strategic Directions

Boundaries are becoming less distinct. The new global environment demands students and faculty who are citizens of the world. In the competitive and internationally collaborative environment of research and innovation, our scholarly activities will be internationally known and respected. By pursuing our activities at high standards, in a globally competitive environment, and bringing the fruits of international scholarship to our region, the university will play a leadership role in the revitalization of our province.²

Globalism and the University of Saskatchewan: The Foundational Document for International Activities

This document identifies three priority areas for increasing and sustaining the institution's scholarly and artistic activities in the realms of international research and development work:

- Creating an environment which supports and recognizes international research, development work, scholarly and artistic activities;
- Increasing faculty awareness of international opportunities and creating support systems to facilitate and encourage international activities; and
- Encouraging increased international training and research for graduate students.

These priority areas suggest the broad challenge to the University community: to develop a clear understanding of international contributions and the obstacles that inhibit performance in the international domain. Action items may include

¹ *A Framework for Planning at the University of Saskatchewan*: 1998

² *Renewing the Dream: University of Saskatchewan Strategic Directions*, 2002

examining University incentive systems for pre-conceptions of the value of international work (including the value of the funding source – international development projects are often funded by industries or non-profit organizations), and providing assistance in identifying and connecting researchers with funding agencies. By pulling the various internationalization pieces together with a renewed focus on achieving our research goals (e.g., increasing international research contracts; improving success rates in applications for support for international development projects), and through inter-college discussions, the University can draw upon the experiences of departments and colleges with extensive histories in international research/development activity to develop support mechanisms for international activities across a broad spectrum of research, scholarly and artistic activities.³

Foundational Document: Research, Scholarly and Artistic Work

The University increasingly functions within a global community. This awareness, of the world outside our national boundaries has shaped one of our institutional goals – to develop an international reputation in a few select areas of research, scholarly and artistic performance. The challenge and benefits of internationalization, however, extend beyond a quest for recognition by the international community of local and national research, scholarly and artistic projects and expertise. University faculty are encouraged to engage in projects that address major global issues, to dialogue with scholars outside of Canada through presentations or exhibitions, and to contribute to socially just, sustainable development for poor, marginalized groups.

International research, scholarly and artistic work encompasses scholarship activities conducted abroad, projects undertaken in collaboration with colleagues from other countries, and empirical and theoretical studies of international dynamics (e.g. international trade or migration). By pursuing these different aspects of internationalization, the University addresses its goals, motivations, and, to some extent, the process by which internationalization may be achieved. The University of Saskatchewan will define its unique contribution in terms of its research, scholarly and artistic activities in context of the provincial, national and international setting.

Collaborative opportunities are also being incubated at the international level where University of Saskatchewan research, scholarly and artistic work on local and national issues has garnered international recognition for the institution and provided a basis for building strong collaborative ventures. International scholarly connections have emerged in many diverse areas (for example, secured transactions, tuberculosis, landmines, climate change, crop-development and dryland farming, immigration and social change, educational administration) and are likely to continue to grow in number, prominence, and impact.

A Framework for Action: First Integrated Plan (2003-2007)

Over the past ten years, the University has fallen behind comparatively-sized institutions in terms of international engagement and significant steps have to be taken to support and expand our commitments in this vital field. Through the discussions leading to the adoption of the International Foundational Document, it

³ *Globalism and the University of Saskatchewan: The Foundational Document for International Activities: 2003*

became clear that the University of Saskatchewan has to review its internationalization structures and programs and make significant strides to stay competitive in this increasingly important area.

A renewed emphasis on international development—with the goal by the end of this planning cycle of increasing our international research activity five-fold—will be launched in the Office of Vice-President Research.

Responsibility for the promotion of international contract research will be relocated to the Office of the Vice-President (Research). The new International Research Office will be charged with spearheading the coordination, promotion, and implementation of international contract research activities, with a view to encouraging a dramatic expansion in our success in this area. The University of Saskatchewan should be a major participant in international research, training, development, and academic consulting work; at present, we play a very minor role in this field. In addition, we will need to attract major contracts where we are the major executing agency. While the International Research Office will have the modest goal of doubling our international research activity by 2007, its unofficial target will be several times that level.⁴

Toward an Engaged University: Second Integrated Plan (2008-2012)

During the First Planning Cycle, the University increased its investment in the internationalization of the student experience and the building of international research partnerships. Still, compared with other institutions, investments in this realm are modest and so are our achievements. Very few of our students seek international opportunities, our international research and training efforts are uneven, and our capacity to recruit international students is fragile. As a result, we are not able to take advantage of the benefits that diversity can bring to a campus that is relatively isolated from major population flows. In the Second Planning Cycle, the University of Saskatchewan needs to emphasize and systematically promote reciprocal opportunities for undergraduate and graduate students to study internationally, in part through strategic engagement with key partners such as the University of the Arctic. Our ambition must be more global in character; building on the experience in the First Planning Cycle, we will identify areas of study within our program array attractive to international students and market these internationally through a more focused and aggressive international student recruitment strategy. We will need to support international students with supplemental language courses and orientation programming when they arrive. The implementation plan under development for the *International Foundational Document* will provide important direction and prioritization of additional activity aimed at ensuring that the University of Saskatchewan is a destination of choice for international students and that our students have increased opportunities to explore global issues, both on campus and abroad.

The Second Planning Cycle will focus on Aboriginal content in programs and on intellectual engagement with Aboriginal peoples and cultures, regionally, nationally, and internationally, building on our engagement with other post-secondary institutions such as the University of the Arctic.

⁴ *A Framework for Action: First Integrated Plan (2003-2007)*, 2003

Over the course of the Second Planning Cycle, the University will identify a handful of areas that have already achieved pre-eminence regionally, nationally, or internationally, and those that are on the cusp of doing so. These areas will be promoted by the University in connection with recruitment and public relations and will receive modestly enhanced resources in exchange for assuming a responsibility to make an impact benefiting the University as a whole. The selection of the areas of pre-eminence will build on work recently completed and will be based on evidence of outstanding research and scholarly performance particular to the area of study and potential for sustainable impact that goes well beyond a single individual or unit.

The University of Saskatchewan will actively engage a wide variety of external partners to support mutually-beneficial goals and the priorities outlined in this plan. To be even more successful in today's environment, the University of Saskatchewan needs to constructively partner with a wide variety of external agencies: other universities and post-secondary institutions, school divisions and boards of education, all levels of government, Aboriginal communities, communities throughout the province, international parties, private and industry sector partners, alumni, to name a few.

...this plan has identified University-level commitments that will guide, lead, and co-ordinate college and unit initiatives in areas such as Aboriginal engagement, program innovation, student recruitment and retention, areas of pre-eminence, internationalization, and so on. University-level leadership and, to the extent possible, resources will be essential to advance these chosen priorities.

Creation of the Task Force

Responding to the needs and directives identified above and fulfilling his commitment to the Research, Scholarly and Artistic Work Committee of Council, Vice-President Franklin established a Task Force on International Research & Development in the spring of 2008. At the first meeting of the Task Force the Vice-President asked the members to consider five issues and to provide a report on its deliberations and recommendations by the end of the 2008-09 academic year. In particular, the VP asked the Task Force to:

1. Develop a clear definition of International Research/ Development
2. Identify institutional goals for International Research and Development
3. Identify key activities and initiatives that need to be in place (e.g. three-country strategy, etc.)
4. Identify bench marks that measure success
5. Prepare an implementation plan — who, what, when

The Task Force held its inaugural meeting in April of 2008 and, with the exception of the summer months in that year, met monthly thereafter until submitting this Report which responds directly to the five items listed above.

A major exercise conducted by the Task Force involved consulting with the university community through a workshop titled *The Future of International Research and Development at*

the University of Saskatchewan which drew some 80 participants. Workshop participants considered whether and how to focus our efforts, identified ‘barriers’ to international research and development, and offered advice with respect to overcoming those barriers. A summary of the workshop is provided as Appendix A; many of the recommendations contained in this Report directly reflect the workshop outcomes. Of particular note was the widespread sentiment among workshop participants that our senior administrators need to regularly demonstrate their commitment to international research and development.

International Research and Development Defined

International research, scholarly and artistic work encompasses scholarship activities conducted abroad, projects undertaken in collaboration with colleagues from other countries, and empirical and theoretical studies of international dynamics (e.g. international trade or migration).⁵

International research encompasses a range of different types of research activities, including scholarly research projects, larger-scale international development and training projects, applied or operational research projects, and long-term collaborative research involving networks of scholars in different countries. It involves not only work conducted abroad or in collaboration with colleagues from other countries, but also work on diverse types of empirical and theoretical analysis of international dynamics (e.g., international commerce, international migration).

Scholars from the University of Saskatchewan contribute to the internationalization of research not only through studies conducted abroad or about international topics. They advance the University’s international engagement by publishing in international journals, participating in international conferences and workshops, communicating research results in languages other than English, and serving on selection committees for international awards. They contribute to international scholarly development by helping to train graduate students and postdoctoral fellows from other countries.⁶

In considering a Definition of International Research and Development, Task Force members suggested that it is difficult to separate research and development in many instances, and that furthermore, it is desirable to include research objectives in development projects; indeed, there was agreement that the UofS should NOT formally engage in development projects unless there are clear elements of research involved. It was also recognized that many UofS members have a great deal of experience in local or national community-based research and development projects, and that applying local learnings to our international research and development projects could and should be a distinguishing feature of UofS efforts.

There was general consensus among the members that wherever possible involvement in international research and development should include our undergraduate and graduate students

⁵ *Foundational Document: Research, Scholarly and Artistic Work*, 2004

⁶ *Globalism and the University of Saskatchewan: The Foundational Document for International Activities*, 2003

and post doctoral fellows, and that international research and development work should be of clear benefit to our international subjects/'clients'/partners.

RECOMMENDATION:

1. That International Research and Development be defined as research, scholarly, and artistic work that has at least one and typically several of the following characteristics:

- **Involves international partners;**
- **Is conducted in whole or in part outside of Canada and acknowledges local-global connections;**
- **Is mutually beneficial to all collaborating parties;**
- **Often involves an element of faculty/student travel;**
- **Often derives its funding from International sponsors;**
- **Promotes sustainable, long-term partnerships.**

Responsibility: Vice President Research

Target Date: December 30, 2009

Goals for International Research and Development

The Task Force members affirmed the general institutional goals of internationalization in general identified in the International Mission Statement⁷ that outlines the rationale/obligations, goals/objectives, and priorities of internationalization on our campus.

The goal of internationalization of the University of Saskatchewan is to integrate an international dimension into its education, research and service activities in order to prepare the University community to live and work in an increasingly interdependent world. University internationalization would promote global cooperation where human survival, social justice, environmental integrity, and humanitarianism prevail, while contributing to Canada's academic, cultural, economic, scientific, and technological excellence.

The International Mission Statement contains a number of objectives that speak to international research and development:

- promoting faculty and staff study, research, and work abroad through individual, institutional, and national programs, whereby participants contribute to University internationalization upon return, and the University honours and rewards excellence in international activities;
- seeking international development projects, supported by external funding, that provide opportunities to cooperate with foreign counterparts, and exchange technical assistance for capacity-building of partners;
- developing institutional cooperation agreements, connecting institutions for mutually beneficial academic and service purposes;

⁷ *International Mission Statement*; available at http://www.usask.ca/research/research_services/international/missionstatement.php

- encouraging research to enhance internationalization that complies with community, national, and international standards and protocols for conducting ethical research, and collaborates in effective global partnerships producing knowledge for widespread dissemination, and setting up centres of excellence with an international focus;
- encouraging and valuing international courses and experiences for Canadian students, such as field work and research, interdisciplinary courses, study tours, and student exchanges that include a phase of knowledge-sharing upon return;
- providing a welcoming and supportive environment for international students and other learners (researchers, interns, visiting faculty) to share their knowledge and be a resource and catalyst for internationalization during their stay;

Specific ‘targets for international research and development’, embedded in officially approved UofS documents, have been identified by various individuals and groups as follows:

- Over the next five years the University of Saskatchewan faculty should increase the operating funding obtained from the federal granting councils (MRC/CIHR, NSERC and SSHRC) and increase total research funding from other sources so that both types of funding exceed the national average.⁸
- to build on our current and emerging strengths and traditions to increase the intensity of research, scholarly and artistic activity over the next decade to be clearly established as:
 - Among the top ten medical/doctoral universities in Canada; and
 - One of a select few internationally in key areas.⁹
- A renewed emphasis on international development—with the goal by the end of this planning cycle of increasing our international research activity five-fold.¹⁰
- While the International Research Office will have the modest goal of doubling our international research activity by 2007, its unofficial target will be several times that level.¹¹
- [by 2006-07] double research and project funding for international work, by tapping into funds from diverse sources, including Tri-Council grants, other Canadian government agencies (CIDA, HRDC), international organizations, and private foundations¹²

Where are we now? The data in the table below represent the funding garnered by UofS faculty in direct support of international research and development, and provide some indication of our progress [note: these data include the funding of only those grants which clearly indicate they were in support of international research and development; inevitably there will be some grants used for this purpose but which are not officially recorded as such and therefore not included in these data]. The data in the first three columns were presented in *Globalism and the University*

⁸ *Increasing Research Intensiveness at the University of Saskatchewan*, 2000

⁹ *Foundational Document: Research, Scholarly and Artistic Work*, 2004

¹⁰ *A Framework for Action: First Integrated Plan (2003-2007)*: 2003

¹¹ *ibid*

¹² *Globalism and the University of Saskatchewan: The Foundational Document for International Activities*: 2003

of Saskatchewan, while the data in the last 3 columns were compiled by the International Research Office specifically for this report. The 2006-08 average of \$3,256,585 is 2.83 times larger than the 1998-2000 average of \$1,148,133, thus exceeding the goal (to double such activity) identified in our International Foundational Document but NOT meeting the goal (to increase fivefold the original activity) specified in the First Integrated Plan.

Year	1998	1999	2000	2006	2007	2008
Revenue	\$1,220,510	\$1,155,350	\$1,068,540	\$2,665,342	\$2,984,290	\$4,120,125

In part, the failure to achieve the higher goal can be attributed to the provisional nature of the provided funding, the inability to staff the office at its full-targeted complement at the outset, and to the exceedingly high turnover of staff within the International Research Office. The office lacked a Manager for a full 2006-07 academic year and sporadically employed three different administrative assistants over the same period. The office is now at its full complement which, in addition to the Manager, consists of an International Research Facilitator and one administrative support position—new personnel were recruited into all 3 positions in 2008.

In the absence of a comprehensive database of international researchers and developers, the projects on which they are working, or the support available to them, it is difficult to set specific objectives. In a sense, “goal-setting” is a work in progress that must await the collection of additional data (see Recommendation 9, p. 14). However, the Manager has set specific goals for the next four years to double the number of researchers engaged in international research and development activities, and to double 2008 levels of international research/development funding. Overhead accruing to the Colleges and the International Research Office is also projected to increase significantly but, as numerous funders currently disallow overhead and since the trend among non-traditional funders is the same, it is difficult to estimate overhead revenues with a high degree of accuracy.

The Task Force strongly supports the projected level of activity in the First Integrated Plan of a fivefold increase of external funding (presumably in contrast to the 1998-2000 average), to \$5,740,665, and believes that this goal could be reached by the end of the second planning cycle with no further investment (but providing stability for the office through base-budget funding—see Recommendation 12, p. 16). However, given the ambitions stated in our second foundational document, the Task Force also strongly suggests that some additional investment (see Recommendation 13, p. 11) be made in order that, over the current planning cycle there can be increases in the numbers of faculty, staff and students engaged in international research and development, and of the number of projects funded externally in comparison to the 2006-2008 record.

Key Initiatives and Activities

Following the advice of the participants in the workshop, the Task Force strongly urges a strategic and integrated approach to supporting internationalization on our campus. For too many years there has been no overall ‘plan’ with the result that, as noted in *Toward an Engaged University: Second Integrated Plan (2008-2012)* and elsewhere, despite many successes we are not having the kind of impact expected of an institution of our size and scope. At the same time,

there is a need to recognize, and be respectful, of the widely differing histories, philosophies, and approaches of our colleges and faculties regarding internationalization.

The Task Force suggests that there are five fundamental initiatives that could take the UofS to a higher level with respect to international research and development while, at the same time, supporting internationalization in general. We believe the Vice President Research should be assigned the responsibility for ensuring the success of these initiatives.

A. Creating and Fostering a Culture of International Research & Development

There was a sentiment among many participants at the March 21st workshop that international research and development for many years had been tolerated but, except in some quarters of the campus, not especially or routinely encouraged or fostered. While acknowledging recent documents like the Foundational Document on internationalization and the two University Plans that speak to the importance of internationalization, participants spoke of a lack of leadership and paucity of financial support, and of policies and practices that tended to discourage involvement. Suggestions to foster this area included formal changes to appointment letters and standards documents (see next section), but also the need to have our senior administrators including Deans, the authority figures in the colleges, “regularly signal their support for internationalization through public statements, [and to provide] moral and financial support for initiatives/activities”. There was general agreement (as indicated by the statements in the reports of each of the discussion groups) for a ‘champion’ for internationalization and, in this regard, the Task Force appreciates and supports the very first recommendation in the Implementation Plan for the Foundational Document to “**Create an Associate Vice President International (AVPI) position reporting to the Provost**”.

RECOMMENDATION:

- 2. In the annual performance review of each Dean the Provost should seek an update from the Dean about College international activities and programs, including a summary of the Dean’s leadership in this area of responsibility. That part of the update summarizing the Dean’s leadership on international research, scholarly and artistic work should be shared with the Vice-President Research.**

Responsibility: Provost

Target Date: December 30, 2010

- 3. The International Research Office should establish working groups based on geographical regions/countries and/or themes, organizing biannual meetings to provide information on funding opportunities and potential international partners, facilitate discussion among participants of collaborative projects and the mentoring of junior colleagues.**

Responsibility: Manager, IRO

Target Date: June 30, 2010

- 4. Research Communications should work with the IRO to prominently display and advertise UofS involvements in international research and development.**

Responsibility: Research Communications

Target Date: December 30, 2009

B. Recognition for International Research & Development

It would seem readily apparent that international research and development work requires additional effort, time and resources than research activities carried out locally. Building necessary networks and developing good working relationships with individuals overseas, especially if there are language and cultural barriers, impose heavy burdens. These burdens create great risks to the productivity of faculty, junior faculty in particular. The Task Force members as well as participants in The Future of International Research and Development workshop identified these burdens as barriers to becoming/remaining involved in international projects and suggested a number of ways to overcome these barriers.

The Task Force appreciates Recommendation 13 in the Implementation Plan for *Globalism and the University of Saskatchewan: The Foundational Document for International Activities*:

Those with administrative responsibilities in Search and Appointment processes in the hiring of new faculty should ensure that an appropriate discussion occurs prior to the authorization to fill a position about the wisdom/necessity of recruiting and hiring someone with international experience or background.

However, we suggest that where international activity is important enough to recruit someone with international experience or background, the letter of appointment should reflect that importance by including the explicit expectation among the list of duties and responsibilities which will then be taken into account in future decisions.

RECOMMENDATION:

- 5. Where appropriate the letter of appointment of new faculty should include a clear statement of responsibility for international activity. This should then be factored into workload assignments.**

Responsibility: Associate Provost & Deans

Target Date: July 1, 2010

- 6. University and College standards documents should be modified where necessary to require the consideration of barriers and risks of international research/development involvement in decisions of tenure, promotion, and special salary increases.**

Responsibility: Associate Provost & Deans

Target Date: July 1, 2011

- 7. College Review Committees and the University Review Committee should consider the issue of forms of knowledge translation alternative to traditional peer-reviewed journal articles, particularly as they relate to international development work, and appropriately and as necessary modify official documents concerning decisions in matters of tenure, promotion, and special salary increases.**

Responsibility: College Review Committees, University Review Committee

Target Date: July 1, 2011

8. The Vice President Research should work with the International Activities Committee and the Research, Artistic and Scholarly Work Committee to create an International Researcher Award that, like other major university awards, is presented at Convocation.

Responsibility: Vice President Research

Target Date: July 1, 2012

C. Tracking/Reporting Our Activities and Bench Marks Measuring Success

The workshop on the Future of International Research and Development at the UofS made it abundantly clear that we lack basic information about the extent and reach of our international research and development work. Faculty are unaware of the involvements of others, and even those who work on international matters on a daily basis, including members of the International Research Office, have incomplete knowledge of the size and scope of our international community and interests. The RSA Foundational Document pointed out that

International research and related activities are notoriously hard to measure with precision. The data sources on research activities seldom specify projects that are international. Project titles sometimes show that particular projects are international, but the majority of international research is not identifiable by title alone. Many projects, especially in the sciences, involve collaborative studies in which participants come from two or more countries.

Clearly, we need to establish a database of international research and development which must be regularly updated. This exercise will have many benefits including the ability to compare our future performance against a benchmark and to determine whether the programs we implement are successful or need modification. The database will be useful to faculty and students who wish to know our global involvements and it can also be used as a source of information for advertisement and recruitment purposes.

Appendix 3 of *Globalism and the University of Saskatchewan* suggested these data be collected through annual surveys conducted at the college level. A comprehensive research inventory should include:

- (a) Data on various types of international research including:
 - community-based research conducted in other countries
 - scientific field work, including field trials
 - archival and library-based research conducted abroad
 - projects involving collaboration with scientists from other countries
 - scholarly activities and artistic performance with an international dimension
 - other research on international subjects conducted in Canada
- (b) Research/Development funding by source including:
 - Tri-Council grants for international research projects
 - CIDA and other Canadian government funding
 - other Canadian funding, e.g., from private foundations and NGOs
 - international organization sources, e.g., UN agencies, World Bank
 - other international funding

- (c) International communication of research results, including:
 - publication in international scholarly journals
 - participation in international scholarly symposia, workshops and conferences
 - communication of research results in languages other than English
- (d) Training of graduate students and post-doctoral fellows:
 - number of international graduate students and post-doctoral fellows supervised
 - graduate students and post-doctoral fellows (Canadian and international) working on projects with international research dimensions.

RECOMMENDATION:

- 9. Consulting with the Research, Scholarly and Artistic Work Committee, and with the Associate Deans Research, the International Research Office should create a database on international research and development activities involving members of the UofS. At a minimum the database would identify:**
- the titles and funding amounts/sources for each project;**
 - the UofS and partner faculty, staff, students and PDFs involved in each project;**
 - peer-reviewed publications and other knowledge-translation outcomes. These measures would become the benchmarks against which future performance could be assessed. International Research Office staff should work with Associate Deans Research in the Colleges to collect the data and to update the database annually.**

Responsibility: International Research Office Manager

Target Date: December 30, 2011

Once the database has been assembled, the data for a particular period will serve as the standard or ‘benchmark’ against which subsequent activities can be compared.

It would then be advisable to set specific targets for change and improvement and to develop initiatives and programs to trigger and support actions that will allow us to reach the new targets.

RECOMMENDATION:

- 10. The Research, Scholarly and Artistic Work Committee and the International Activities Committee should work together to agree on the benchmarks for international research and development activities. Working closely with the Vice-President Research who will be able to provide information on resource availability, these Committees will also identify the specific future targets to be achieved.**

Responsibility: Chairs of the Research, Scholarly and Artistic Work Committee and International Activities Committee

Target Date: June 30, 2012

RECOMMENDATION:

- 11. Commencing in 2012, the Research, Scholarly and Artistic Work Committee should annually report progress towards achieving the agreed targets to University Council.**

Responsibility: Chair of the Research, Scholarly and Artistic Work Committee

Target Date: June 30, 2012 and annually thereafter

D. Provide Base-Budget Support for the International Research Office

The International Research Office was created in 2004 under the purview of the OVPR-Research Services and one-time funding in the amount of \$550,000 was allocated from the Academic Priorities Fund. A second period of one-time bridge funding (2008/09 and 2009/10 in the amount of \$200,000 per year) was made to allow the International Research Office to maintain its [then] current level of activity and momentum until the Special Advisor on International Initiatives had submitted an implementation plan for *Globalism and the University of Saskatchewan* (including the Report of the Task Force on International Research & Development). The decision to create and fund this office was made with the explicit understanding that the International Research Office would eventually become self-funding through revenues generated through overhead on grants and contracts.

The International Research Office undertakes and supports activities that lead to the enhanced internationalization of the University of Saskatchewan by facilitating the expansion, development, and collaboration of international research and development across colleges, centers and schools. Members of the Office have a primary duty of informing the community about grant opportunities and deadlines, identifying and encouraging applications from potential applicants, and facilitating grant applications to the Tri-Council Agencies, the Canadian federal government (e.g. CIDA, IDRC, and DFAIT), and to other granting bodies such as the World Bank and regional development banks, private foundations, and industry. Responsibility for the coordination, promotion, and implementation of international contract research activities, with a view to encouraging a dramatic expansion in our success in this area is also located in the International Research Office. The Office also spearheads the coordination, facilitation and implementation of policies, programs, and partnerships in support of an expanding research and training portfolio. Finally, the International Research Office provides support to researchers at critical points in the project implementation and management cycle to support the effective management of International projects.

The activities of the International Research Office are of critical importance if we hope to achieve our international research and development goals. Without an effective administrative capacity to support applications for international grants and contracts and assistance to faculty in the administration of successful applications, the UofS could expect to be only marginally involved in International Research and Development. Base-budget funding is required not only to deliver new and expanding services to match the increasing capacity and demands of our researchers, but is also necessary to secure and retain qualified staff.

Currently the International Research Office shares fluctuating overhead revenues equally with colleges. Although an increase in research funding is positively correlated to an increase in overhead revenue, it is not possible to predict actual incomes. At this time it appears unlikely that the unit will achieve full financial self-sufficiency based on overhead revenue; the Task Force recommends base-budget funding for this unit with recovery by the University of overhead revenue up to the level of base-budget funding.

Overhead revenue exceeding the level of base-budget funding should be retained by the unit and rolled into a Seed Fund for Early Project Development for U of S researchers. This program will provide financial and administrative support to researchers in the early stages of project development and will assist in our goals to have more researchers involved in international projects and to attract more external funding for these projects. A great deal of effort is required on the part of the individual researcher to further international networks and partnerships required to generate a viable project concept with a high probability of receiving funding for implementation. In addition, specific costs such as those associated with travel, workshops and the translation of documentation must be incurred at this stage to move the process forward. The establishment of seed funding that has the potential to be leveraged through external funding programs is an essential resource. As an example, the IRO currently manages the Global Partners II program, leveraging \$75,000 with over \$250,000 from IDRC. Global Partners II will support over 21 researchers and graduate students (over three years) to pursue international research collaborations.

The Task Force therefore concurs with Recommendation 30 in the *Implementation Plan for Globalism and the University of Saskatchewan* but includes its own recommendation (Recommendation 13) to strongly urge the provision of enhanced base-budget funding for the International Research Office.

RECOMMENDATION:

12. Establish base-budget funding for the International Research Office.

Responsibility: PCIP

Target Date: May 1, 2010

The International Research Office currently consists of a Manager, a Research Facilitator and one support person. This is a very lean operation which should be augmented by an additional Research Facilitator and a Project Manager if the UofS expects to significantly improve its performance in International R&D.

An additional Research Facilitator is critical given that international research tends to be more complex than research carried out domestically due to linguistic and cultural differences and difficulties, the frequent requirement of development-granting agencies and NGOs to identify and calculate the value of in-kind contributions, the need to enter into collaborative agreements or contracts with organizations in other jurisdictions, and the difficulties in understanding organizational and regulatory requirements in the partner's country, to name a few. Increased capacity in the office is also required to meet the objectives of Recommendation 9.

The provision of project management assistance at strategic points in the project cycle, particularly addressing challenging requirements around financial accounting, has been identified as a need by a number of University of Saskatchewan researchers managing international projects. Significant competition for project funding places the onus on the applicant to thoroughly understand the application procedure, as well as the underlying and often understated criteria for assessing proposals and awarding contracts. In addition, funders continue to become more risk adverse and as a result have increased their project reporting and financial and

accounting requirements with subsequent changes to their programming and procedures from year to year. An International Project Officer is fundamental to expanding the role of the International Research Office to offer project management support services. The establishment of a dedicated International Projects Officer will be critical for increasing the number of applications funded, the number of successfully managed projects, and the enhancement of the reputation of the University of Saskatchewan in the areas of international research and development. The Task Force members were heartened to learn that the International Research Office and Financial Services have already begun to work collaboratively by involving FS staff early on and continuously in the project cycle of major international grants. The Task Force urges the inclusion of a senior member of Financial Services in the search, appointment and training of the Project Officer, and that the Project Officer would be informally affiliated with Financial Services.

Task Force members, several of whom have extensive experience conducting research or development work abroad, are well aware of differing international business and accounting practices that are sometimes difficult to reconcile with Canadian standards. We therefore suggest that at least one member of FS be assigned to deal with international grants of moderate size in order to build up the necessary experience that will permit timely service.

RECOMMENDATION:

13. Augment the International Research Office staff by funding an additional Research Facilitator and an International Project Officer.

Responsibility: PCIP

Target Date: May 1, 2011

E: Identifying and Supporting our International Research and Development Partnerships

Partnering with an international university or organization provides benefits to the partner and to the UofS. Benefits to international partners, as identified by the Association of Universities and Colleges of Canada¹³, include the provision of ‘knowledge’ and expertise to students through the delivery of courses and programs, training and upgrading of skills to faculty and staff, and opportunities to engage in research. Benefits to any Canadian university involved in an international partnership include an enhanced reputation, increased opportunity for student recruitment, international experiences for faculty, staff and students (i.e., recognition that our international partners contribute to personal and professional growth of our students, staff and faculty; the learning and development activities inherent in international partnerships are bi-directional), and prospects for research/development projects. In short, international partnerships, if structured and supported appropriately, are an important way to further all internationalization goals at the UofS.

We have a significant number of signed agreements with international institutions but, it is fair to say, many have been the outcome of the interests and enthusiasms of a single individual; when that interest/enthusiasm wanes or when the individual retires and leaves the university, the

¹³ Knowledge exports by Canadian universities, Association of Universities and Colleges of Canada, available at www.AUCC.ca

agreement fades away. Further, and even despite long-sustained interest, some partnerships have failed because there have been no or few resources to support them. Finally, international partnerships are unevenly distributed across the UofS with some colleges extensively involved and others without much activity. It is time to consider a planned approach to international partnerships that will focus our research and development efforts and help to draw in a larger number of UofS faculty, staff and students from across the campus. The intent is not to prevent or preclude international agreements outside the collection of ‘premier’ partners, but to encourage widened and deeper relationships between the UofS and a small group of international partners that will lead to sustained partnerships. While the Task Force focus is on international research and development, the members support an integrated approach involving R&D, curriculum development, and student involvement. We recognize that some existing partnership agreements will need to be re-negotiated if they are to be considered for support under this proposal.

The goal of this proposal is to create a mechanism whereby the institutional international goals are encouraged and supported centrally through the Office of the Vice-President Research and the International Research Office, while providing each major academic unit a good deal of flexibility in terms of how it best can help to achieve those goals. The proposal is to create a centralized fund to which our major academic units could apply to support the establishment, development and sustainability of major international partnerships. It is expected that most such partnerships would be with international universities, but other possibilities would be considered. Funding would be provided on a ‘matching’ basis including in-kind support, and the academic units applying for funding should make every effort to secure external matching funds. Matching funding would normally be provided on a 1:1 basis but exceptions could be considered where, for example, a prestigious international partner has been identified but the local academic unit has insufficient flexibility of its own funding to generate the required amount. Contributions of the international partner in support of the partnership should be clearly identified.

As funding will obviously be limited, the Task Force suggests that each college and school identify a ‘major’ international partner (larger colleges may need to identify more than one partner while smaller colleges and the Schools may well wish to join forces either with each other in the identification of partners in order to maximize benefits and outcomes). Joining forces with another Canadian university or a network of universities to partner with an international partner or partners should also be considered and even encouraged. In some cases these partners already exist, but prospective partners should certainly be included. Relationships with our major partners should be proudly and prominently displayed on UofS websites and in our publications.

Academic units seeking support would be required to submit a plan detailing the proposed uses of the requested and matching funding and describe how the plan will help the university achieve its internationalization objectives. Thus, a ‘plan’ would include research and development, post-doctorate, graduate and undergraduate student involvement, and the means/methods to be employed to incorporate the experiences and knowledge gained through the partnership into the college curriculum. Successful plans will respond/relate to one or more of the themes identified in our first and second Integrated Plans and in *Extending Horizons: The Research Landscape*,

will specify the specific goals to be achieved within the timeframe of funding, and will describe the monitoring and record-keeping activities that are or will be in place to assess outcomes.

Strategic international partnership plans will enable faculty, staff and students to engage in activities that will help the UofS achieve its internationalization goals. Participants at the Workshop on the Future of International Research and Development were asked to make suggestions of ‘enablers’ of international research and development that could be incorporated into these plans. The suggestions generated at the Workshop (augmented by ideas of Task Force members) include (but are certainly not limited to):

- ‘seed’ funding for research/development projects involving the partner;
- sessional lecturer replacement funds for units where faculty/staff teach courses at the partner during Fall/Winter terms or whose research necessarily requires travel to the partner at that time of the year;
- travel/subsistence grants to UofS students who attend the partner institution and who, upon returning, provide service of some form to the academic unit and the UofS;
- subsistence or other forms of assistance to sabbaticants involved in a research project carried out at the international partner;
- scholarships/stipends targeted to international graduate students from partners;
- stipends for Visiting Scholars from partner institutions who will be engaged in research and/or will be significantly involved in instruction at the UofS;
- financial support for ‘needy’ international partners which will build the partner’s capacity and sustain the relationship;
- travel/subsistence grants to exchange students from partners in disadvantaged countries;
- travel/subsistence support to faculty members who spend all or part of their sabbatical leaves at the partner institution.

RECOMMENDATION:

14. Establish an International Research Partnership Fund to which Colleges and Schools may apply for support. Funding should be provided on a matching basis for up to five years (renewable) to international partnership plans that include:

- significant involvement of faculty, staff and students;**
- significant cross/interdisciplinary;**
- evidence of reciprocity between UofS and partners;**
- evidence of external support including, but not limited to, that provided by the partner;**
- for development projects, a focus on underserved areas;**
- potential for growth and sustainability;**

Responsibility: Vice President Research, PCIP

Target Date: July 1, 2011

15. The Vice President Research and the International Research Office should establish a review process such that renewal or termination of the grant will be determined on the basis of objective evidence that the goals specified in the original application are being met.

Responsibility: Vice President Research

Target Date: December 30, 2012

Implementation Plan

Responsibilities and target dates for implementation of each of the recommendations are provided above; a summary list of all recommendations, responsibilities and target dates is provided in Appendix B (p. 27). Overall responsibility for implementation of the plan should lay with the Vice-President Research.

Conclusion

In many documents the University has identified internationalization a priority but has not, in the view of the members of the Task Force or in those of the participants of the March 21st 2009 workshop, made sufficient resources available to “make it so”. The Task Force, through this document and its recommendations, urges a significant increase in the investment in international research and development but in a manner that will boost all aspects of internationalization. The outcomes will benefit ourselves as much as our partners and significantly boost the reputation of the UofS.

Appendix A

List of Recommendations

Recommendation	Timeline dd/mm/yr	Responsibility	Description
1	30/12/2009	VPR	<p>That International Research and Development be defined as research, scholarly, and artistic work that has one or more of the following characteristics:</p> <ul style="list-style-type: none"> • Involves international partners; • Is conducted in whole (or primarily) outside of Canada, while acknowledging local-global connections; • Is mutually beneficial to all collaborating parties; • Often involves an element of faculty/student travel; • Often derives its funding from International sponsors; • Promotes sustainable, long-term partnerships.
2	30/12/2010	Provost	<p>In the annual performance review of each Dean the Provost should seek an update from the Dean about College international activities and programs, including a summary of the Dean's leadership in this area of responsibility. That part of the update summarizing the Dean's leadership on international research, scholarly and artistic work should be shared with the Vice-President Research.</p>
3	30/06/2010	IRO Manager	<p>The International Research Office should establish working groups based on geographical regions/countries and/or themes, organizing biannual meetings to provide information on funding opportunities and potential international partners, facilitate discussion among participants of collaborative projects and the mentoring of junior colleagues.</p>
4.	30/12/2009	Res Comm	<p>Research Communications should work with the IRO to</p>

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| | | Manager | prominently display and advertise UofS involvements in international research and development. |
| 5. | 01/07/2011 | Associate Provost & Deans | Where appropriate the letter of appointment of new faculty should include a clear statement of responsibility for international activity. This should then be factored into workload assignments in academic units. |
| 6. | 01/07/2011 | Associate Provost & Deans | University and College standards documents should be modified where necessary to require the consideration of barriers and risks of international research/development involvement in decisions of tenure, promotion, and special salary increases. |
| 7. | 01/07/2011 | CRCs
URC | College Review Committees and the University Review Committee should consider the issue of forms of knowledge translation alternative to traditional peer-reviewed journal articles, particularly as they relate to international development work, and appropriately and as necessary modify official documents concerning decisions in matters of tenure, promotion, and special salary increases. |
| 8. | 01/07/2012 | VPR | The Vice President Research should work with the International Activities Committee and the Research, Artistic and Scholarly Work Committee to create an International Researcher Award that, like other major university awards, is presented at Convocation. |
| 9. | 30/12/2011 | IRO Manager | Consulting with the Research, Scholarly and Artistic Work Committee, and with the Associate Deans Research, the International Research Office should create a database on international research and development activities involving members of the UofS. At a minimum the database would identify:
-the titles and funding amounts/sources for each project;
-the UofS and partner faculty, staff, students and PDFs involved in each project; |

-peer-reviewed publications and other knowledge-translation efforts. These measures would become the benchmarks against which future performance could be assessed. International Research Office staff should work with Associate Deans Research in the Colleges to collect the data and to update the database annually.

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| 10. | 30/06/2012 | Chairs, RSAWC & IACC | The Research, Scholarly and Artistic Work Committee and the International Activities Committee should work together to agree on the benchmarks for international research and development activities. Working closely with the Vice-President Research who will be able to provide information on resource availability, these Committees will also identify the specific future targets to be achieved. |
| 11. | 30/06/2012 | Chair, RSAC | Commencing in 2012, the Research, Scholarly and Artistic Work Committee should annually report progress towards achieving the agreed targets to University Council. |
| 12. | 01/05/2010 | PCIP | Establish base-budget funding for the International Research Office. |
| 13. | 01/05/2011 | PCIP | Augment the International Research Office staff by funding an additional Research Facilitator and an International Project Officer. |
| 14. | 01/07/2011 | VPR, PCIP | Establish an International Research Partnership Fund to which Colleges and Schools may apply for support. Funding should be provided on a matching basis for up to five years (renewable) to international partnership plans that include:
-significant involvement of faculty, staff and students;
-significant cross/interdisciplinary;
-evidence of reciprocity between UofS and partners;
-evidence of external support including, but not limited to, that provided by the partner; |

**-for development projects, a focus on underserved areas;
-potential for growth and sustainability.**

15. 30/12/2012 VPR, IRO

The Vice President Research and the International Research Office should establish a review process such that renewal or termination of the grant will be determined on the basis of objective evidence that the goals specified in the original application are, or are not, being met.

Appendix B

The Future of International Research & Development at the University of Saskatchewan

Summary of the Workshop

Approximately 80 people from across the campus attended a workshop held on Saturday, March 21st, 2009 at the invitation of the Task Force on International Research & Development. In his summary remarks at the end of the workshop the Chair of the Task Force commented on the evident enthusiasm and commitment of those attending the workshop and thanked them for their willingness to come out on a Saturday morning to share their knowledge and thoughts. Dr. Wishart promised that a summary of the outcomes would be developed and widely distributed as quickly as possible. The summaries of individual group discussions as prepared by group recorders are presented as an appendix. The overall summary presented in this document was created by a subgroup of the Task Force.

During the first part of the workshop, attendees were organized into prearranged, small, diverse groups to consider **whether the UofS should focus its efforts**. Several possibilities for focusing were provided: for example, we could focus our research and development efforts on a small number of countries such as the 3-country (CHINA, INDIA, BRAZIL) policy of the federal government, on developing and maintaining a limited number of partnerships with ‘sister’ institutions abroad, or on a small number of ‘themes’ where we have significant expertise and a critical mass of faculty.

In the second part of the workshop each group was asked to **identify ‘barriers’ to international research and development and ‘enablers’ (activities or programs) needed to support the ‘focus’ they had identified to increase our international research and development activities**.

Finally, all workshop members came together for the final hour to hear the summaries of the discussions of the individual groups and to then ask questions or make comments about the issues. In his closing remarks Dr. Wishart referred to the remarkable convergence, almost consensus, of the individual groups on a number of topics and this view was confirmed by other members in their comments.

OUTCOMES

General Observations

A number of comments made in the group conversation and again in the summing-up session concerned the ‘commitment’ of senior university administrators. One member pointed out that a similar meeting had been held about 8 years ago but that little progress had been made since then, with the implication that the lack of progress reflected disinterest or lack of commitment by those in charge. This situation is disheartening and

discouraging. There was reference to the understanding that internationalization is a responsibility of all but, since there are no explicit commitments/expectations of anyone, there is a need for a ‘champion’ for international matters including, but not limited to, international research and development.

Comments were made suggesting the need for an improved organizational structure, which would provide increased coordination of efforts. The structure should include a centralized office, serving the entire university, to which anyone, inside or outside the university community, could direct queries and comments and approach for advice and assistance.

Some members wondered about the goals/objectives of the UofS with respect to international research and development which should provide guidance (if not answers) to the kinds of questions being asked today. Perhaps such goals/objectives have been created but they are not broadly known or advertised. Once the goals and objectives have been identified, we can proceed to develop clear measures of success, regularly review supported international projects with a view to our need to be accountable to funding organizations, agencies, partners, and the general public.

Several comments were made suggesting that we must be more integrative in our international efforts. For example, in establishing a new research program/initiative, proponents should consider how to involve undergraduate and graduate students and postdoctoral fellows. Should our international institutional research partnerships be major student-exchange partners also? Our research programs should inform our teaching programs and vice-versa. Our international research and development efforts should inform and be informed by our local research and (especially) community-based research/development projects.

The UofS needs to consider how best to involve more junior faculty in international research and development projects **AND**, at the same time, how to sustain important research/development partnerships through periods, like the present, when large numbers of senior faculty (who have been instrumental in developing relationships with external partners) retire. Part of the ‘solution’ will be a change in the culture of research at the UofS wherein there is recognition that the efforts/energy needed to develop and sustain international research and development is more often than not greater than that required for on-campus research, and that the outcomes of such research/development will frequently not be in the form of traditional, peer-reviewed journal articles.

Focusing Our Efforts?

There was general agreement that our international research and development efforts should be focused. However, the tension between identifying and investing in specific, officially-approved foci, and the desire to encourage and support new and emerging international research and development projects must be recognized. Thus the UofS S must be flexible enough to respect and support the right of individual university members

to initiate or become involved in projects that are not part of any identified focus. In time, new initiatives and projects may become new foci while others are abandoned.

There was widespread agreement that the University must, in identifying any focus, build on its strengths. However, it was a common occurrence during the workshop for members to comment on their lack of awareness of the international efforts and activities of others. Every discussion group identified the absence of an inventory of our international research and development efforts as a major short-coming, leading to a suggestion that the development of such an inventory be a first priority.

There was unanimous **rejection of the small number of countries-based focus**, particularly if that focus is determined by an external source. Of course, we should not, nor can we afford to, simply ignore the priorities of those, like the federal government, who fund international research and development, but we must not make the mistake of equating the priorities of any external agency with those of the UofS. It was pointed out that the federal government priorities change from time-to-time and this is problematic for sustaining the long-term relationships that support and sustain international research and development. Another issue is that an external body like the federal government may wish to invest in a particular country with which the UofS has but a few, or only weak, connections. Moreover, identifying a small number of countries to focus on may well marginalize the work our colleagues do in non-priority countries.

A theme-based approach to focusing was generally supported, but some members cautioned that these can be too broad and unhelpful. There was recognition that the UofS, in several documents, has already identified several themes. The UofS **First Integrated Plan** identified a set of priorities, and *Extending Horizons*, the Research Landscape document, organized ongoing UofS research into several themes, some of which clearly overlap with those in the First Integrated Plan. It would certainly be possible to extend these themes to the international research and development spheres.

Several groups suggested that we need to develop criteria by which the UofS could identify themes that would receive official support. Suggestions included:

- A minimum (unspecified) number of people involved
- Long-established partnerships with significant, sustained activity
- Evidence of reciprocity between UofS and a foreign partner or partners
- Potential for future growth or sustained relationship/involvement
- Involvement of students and faculty and staff
- Significant cross/interdisciplinarity
- For development projects, a focus on underserved areas
- Existence of external support (government, NGOs).

One group suggested that, based on the inventory discussed above, existing areas of priorities might be identified through creation of a matrix that would include:

- Countries in which there are already projects (including individual faculty research projects)
- International institutions with which the UofS is partnered

- Themes (as identified, for example, in Extending Horizons)

Barriers and Enablers

The table below identifies barriers and enablers that were compiled from the summaries of the Discussion Groups which were prepared by the group facilitators. Copies of the Discussion Groups summaries are appended.

Barriers	Enablers
<p>Culture of Internationalization</p> <ul style="list-style-type: none"> • Junior faculty dissuaded from Int'l research & development • Low appreciation of effort/time to develop int'l networks/relationships • Sustainability of Projects/Programs 	<p>Culture of Internationalization</p> <ul style="list-style-type: none"> • Include int'l involvement in letter of appointment; develop an orientation program; develop a mentorship program; appropriate changes to Standards documents and, if necessary to Collective Agreements • Include int'l efforts in Standards for tenure, promotion & merit; recognize non-traditional methods of publication and especially knowledge translation efforts as equally worthy of merit as peer-reviewed articles; Int'l Researcher Award; Int'l Research Day • Establish working groups based on geographical regions/countries and/or themes; organize & support regular meetings; backfill for UofS personnel away doing international work
<p>Senior Administrators Commitment to Int'l Activities</p>	<p>Senior Administrators Commitment to Int'l Activities</p> <ul style="list-style-type: none"> • Senior administrators including Deans need to regularly signal their support for internationalization through public statements, moral and financial support for initiatives/activities; • Need a 'champion' to represent international at senior admin level.
<p>Lack of Knowledge of Contributors to Int'l Research & Development</p>	<p>Lack of Knowledge of Contributors to Int'l Research & Development</p>

	<ul style="list-style-type: none"> • Develop inventory of involvements • Int'l Communications • Establish working groups based on geographical regions/countries and/or themes; organize & support regular meetings. • More workshops in this area
Lack of Time	Lack of Time <ul style="list-style-type: none"> • Time release with appropriate replacements; flexible schedules •
Administrative 'Roadblocks' <ul style="list-style-type: none"> • Lack of knowledge of UofS int'l structure • Laborious/time-consuming process to hire people, may involve extra costs 	Administrative 'Roadblocks' <ul style="list-style-type: none"> • Centralize branches dealing with int'l issues
Insufficient Admin Assistance <ul style="list-style-type: none"> • Need effective grant/contract app support, identify collaborators • Assistance with bringing foreign students/visitors to Canada (Visas) 	Administrative 'Roadblocks' <ul style="list-style-type: none"> • IRO support
Resource Shortages <ul style="list-style-type: none"> • Funding to replace teaching • Funding to initiate projects • Funding to support grad/undergrad student travel • Personnel support for int'l projects 	Resource Shortages <ul style="list-style-type: none"> • Seed funding
Housing Issues <ul style="list-style-type: none"> • Need reasonable short-term housing for visiting scholars 	Housing Issues
University 'Reputation'	University 'Reputation' <ul style="list-style-type: none"> • Institutional 'commitment' and involvement • Better communications, International Website update; UofS 'branding', regular items in On Campus; Internat'l R&D newsletter