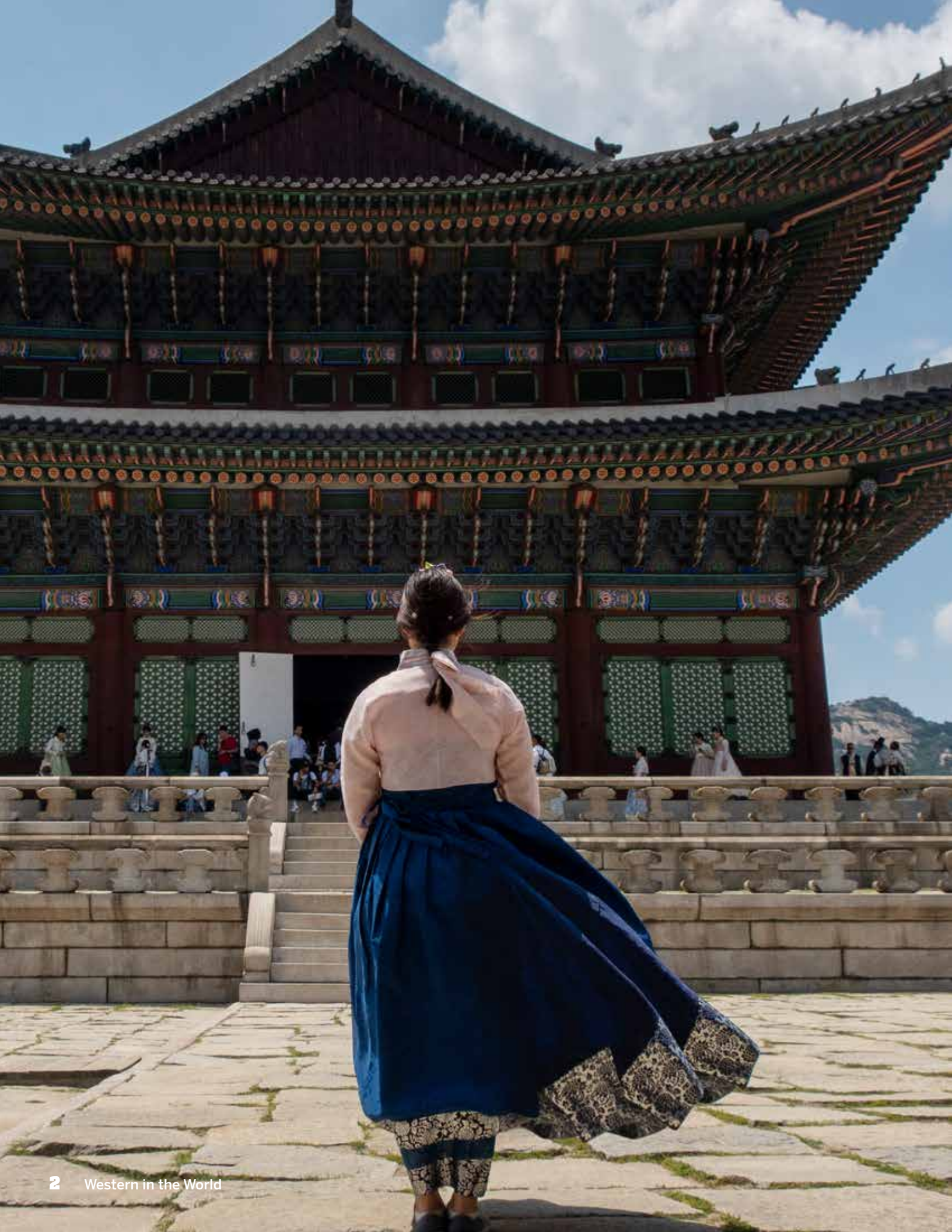


WESTERN IN THE WORLD

Global Engagement Plan







Western University's strategic plan, *Towards Western at 150*, challenges our campus community to do more to serve the public good. Meeting this challenge requires creative and ambitious thinking about how we align ourselves with others around the globe who share our focus on making the world a better place.

Following six months of consultations with more than 800 faculty members, students, staff, alumni, community members, and global partners, *Western in the World* has emerged as our multi-year global engagement plan to strengthen our internationalization efforts for greater impact, in pursuit of a more sustainable, just, and inclusive society.

We are committed to exploring not just how Western can make a positive difference in the world, but how people around the world can help us cultivate more inclusive, diverse, and sustainable practices.

Our consultations identified four keys to strengthening our global engagement:

- 1. Expand Western's global range**
- 2. Champion global citizenship**
- 3. Amplify Western's global research impact**
- 4. Enable Western's capacity for global success**

This plan will continue to evolve as new challenges and opportunities arise. And we are committed to keeping our community informed of timelines, accountabilities, and measures of success as they are defined and refined in the months ahead.

We look forward to engaging our entire community as we elevate Western's place in the world.



Alan Shepard
President & Vice-Chancellor

Florentine Strzelczyk
Provost & Vice-President (Academic)



VISION

Transforming global engagement into impact, towards a more sustainable, just and inclusive society.

MISSION

To positively influence lives throughout the world by:

- » Educating global citizens by preparing students, faculty and staff for success and impact around the world.
- » Sharing Western's strengths and expertise through international collaborative research and partnerships, enabling others to achieve their goals while collectively learning new ways of knowing, being, and doing.

VALUES

Integrity

Our words and actions are consistent, fostering trust and accountability.

Mutual Respect and Benefit

We acknowledge the space and privilege we occupy and strive to build connections that are respectful of, and welcoming to, what our partners contribute, creating reciprocal benefits that amplify creativity and impact.

Equity and Inclusion

Whenever and wherever we engage, we are respectful of diverse cultures, backgrounds and experiences. We are mindful of past actions that have caused harm and purposeful in our resolve to do and be better.

Sustainability

We are committed to environmentally, socially and economically responsible approaches that align with the United Nations Sustainable Development Goals (SDGs) and consider our long-term impact on the planet, the economy and society.

THEME ONE:

EXPAND WESTERN'S GLOBAL RANGE

Over the past 150 years, Western has earned a reputation as a world-class university that attracts top talent. As a university intent on making a difference in the world, Western will harness its areas of expertise and commit to collaborating and reciprocally sharing knowledge on the global stage.

Western's ability to engage globally has long been grounded in partnerships, such as our strong relationship with Radboud University in The Netherlands or our collaborative connections in East Africa through the Western Heads East project. Whether we are working to increase mobility opportunities, enable Western to become more diverse, or strengthen our research, by strategically focusing on developing new and equitable partnerships across the globe we will continue to co-create innovation pathways to accelerate progress and effect positive change.

WE WILL:

1 Strengthen and expand equitable and reciprocal partnerships across the globe by:

- Supporting established areas of global engagement (e.g., Australia, United States, and Europe) while leveraging opportunities in areas of emerging global strength (e.g., Germany, United Kingdom and Sweden).
- Identifying and establishing mutually beneficial and aligned partnerships in new regions of emphasis* (Asia-Pacific, Sub-Saharan Africa, Latin America and the Middle East and North Africa), beginning with countries or regions where Western has an existing connection and then expanding outwards with future opportunities.
- Developing outreach strategies in partnership with trade commissioners for countries of focus to identify new opportunities for mutual growth in teaching, learning, and research.

To achieve this goal, we will create a strategic framework for partnership development that specifies regions and countries of emphasis, principles of engagement, objectives and outcomes, governance, institutional assistance, funding, responsibilities and performance indicators.

This will allow us to target the following measures of progress:

- » Establish regional advisory councils for each of the four new regions of emphasis.
- » Build two new super partnerships* per year, focusing on the four regions of emphasis.
- » Expand Western's global footprint by setting up a pop-up campus* in one of our four regions of emphasis in each of years three, four, and five of the global engagement plan.



Western Heads East connects Western staff, students, and faculty with social enterprise partners in Africa to use probiotic food to support health and sustainable development. More than 150 students have completed internships with the program, and research partnerships have resulted in over 110 publications.

Western enjoys a deep and multi-layered partnership with **Radboud University** that includes:

- Research collaboration between the Donders Institute and Western's Brain and Mind Institute
- Undergraduate exchange programs with the Faculty of Law
- DAN Management Semester Abroad program
- A joint research collaboration fund

2

Leverage the participation of our globally engaged alumni community worldwide by:

- Nurturing and enhancing the strong bond between alumni and the university through global alumni engagement initiatives and strategic volunteer recruitment.

This will allow us to target the following measures of progress:

- » Involve alumni in each of our regional advisory councils and other working groups, leveraging their expertise, networks and knowledge to enhance our partnerships and collaborations as well as engage more international students.
- » Engage international alumni and local alumni with international backgrounds from across faculties and schools as mentors, connectors, employers, experts and ambassadors for Western, increasing participation levels annually.

* See Glossary on page 14

THEME TWO:

CHAMPION GLOBAL CITIZENSHIP

Western is an institution with a rising global reputation. Twenty-five per cent of our faculty members come from outside of Canada and we want to grow and support an equally strong and diverse student body. We will create a more dynamic global campus that embraces diverse cultural norms and values, and thrives by incorporating multiple perspectives into how we teach, learn, and research.

A community rich in cultural diversity will enable the scientists, artists and entrepreneurs of tomorrow to drive social change and contribute to more equitable and sustainable solutions in our increasingly connected world.

WE WILL:

1

Increase, diversify and support Western's international student community by:

- Intensifying recruitment in regions of emphasis,* led by the Office of the Registrar, Western International and our faculties.
- Refining Western's international enrolment and admissions process including websites and digital pathways, as well as orientation and onboarding, to be responsive, informative and easy to navigate.
- Prioritizing fundraising activities and increasing resources to support international students.
- Collaborating with London community leaders, cultural communities, industry and academic partners to create a supportive community environment that welcomes international students and provides inclusive work-integrated learning experiences.
- Providing faculty, staff and international student advisors with the tools, resources and intercultural training they need to fully support international students.
- Strategically engaging current international students as ambassadors in their home country and as transition ambassadors here at Western.

This will allow us to target the following measures of progress:

- » Increase international student enrolment to 20 per cent over the next five to seven years across as many programs as possible, focusing undergraduate recruitment efforts increasingly on regions of emphasis*.
- » Increase international student enrolment in professional masters programs.
- » Dedicate incremental international student tuition to international undergraduate bursaries.
- » Make a new-to-Canada transition grant available to international students and postdoctoral scholars who come to Canada for the first time to study at Western.
- » Increase international student acceptances, retention, satisfaction and graduation rates.



Western's **global learning programs** provide opportunities for exchange, study abroad, internships, research or participation in faculty-led experiences through more than 170 programs in more than 40 countries.

Western's **International Peer Guide Program** has provided 30 years of mentoring, friendship and support to new international students, helping them transition to a warm, welcoming community at Western and in Canada.

2 Offer quality education (SDG #4) that is rich in intercultural and immersive learning, research and community engagement opportunities by:

- Elevating opportunities for all students to participate in international and intercultural learning experiences, research projects, work integrated learning assignments and experiential learning.
 - Internationalizing Western's curriculum, integrating intercultural, Indigenous, and global dimensions into new and revised programs and modules.
 - Creating technology-enabled and blended global classrooms and learning spaces on campus to provide equitable access to immersive, cross-cultural learning and research experiences.
- This will allow us to target the following measures of progress:**
- » Enable wider access to international experiences by increasing funding for Indigenous, underrepresented, low-income and other equity deserving student groups.
 - » Expand the number and quality of 'internationalization at home' options for students, including collaborative online international learning and virtual exchanges.
 - » Create Western Global Learning Micro-Credentials, a suite of learning opportunities to acquire cross-cultural literacies, critical ethical and global engagement skills, and other knowledge needed to live, work, contribute, and lead in an increasingly interconnected world.

3 Expand global mobility experiences for the Western community to spur their professional growth, cultural competency and networking by:

- Increasing the opportunities for faculty, graduate students and postdoctoral scholars to move, teach and conduct research across international borders.
 - Fostering more opportunities for staff to broaden their intercultural awareness through Western's international exchange programs.
- This will allow us to target the following measures of progress:**
- » Increase the number of funded faculty exchanges with partner universities.
 - » Leverage relationships with international organizations to increase the number of internationally funded undergraduate and graduate students, and postdoctoral scholars who study at Western and/or participate in internationally funded opportunities abroad.

* See Glossary on page 14

THEME THREE:

AMPLIFY WESTERN'S GLOBAL RESEARCH IMPACT

The world continues to face a growing number of existential threats that societies must work collaboratively to solve. Research and innovation will be crucial in responding to environmental, social, economic and health challenges that transcend borders such as climate change, food security, disease management, pandemic preparedness, and social and racial inequalities, as expressed in the UNSDGs.

Fueled by our culture of inquiry and discovery, Western will be a key partner in the international research ecosystem, focused on addressing the most pressing challenges of our time while continuing to nurture and inspire the talent of tomorrow.

WE WILL:

1

Advance transformative research and innovation by:

- Pursuing reciprocal and synergistic research collaborations with compatible international partners.
- Engaging in capacity-building research and training projects with new partners, particularly in the Global South.
- Co-creating at least two Global Research Coalitions*, aligned to Western research strengths and global areas of importance.
- Strengthening the translation, commercialization and exchange of research and innovation that Western produces in the four key regions of emphasis through WORLDdiscoveries* support in collaboration with our strategic partnerships group.
- Identifying and pursuing strategic funding opportunities, designed to leverage international granting opportunities.
- Collaborating in and engaging with local, regional and international Indigenous communities on community-engaged research.
- Incentivizing international doctoral training clusters with specific institutions in specific countries that accelerate graduate and postdoctoral training through workshops, mini-conferences and think tanks around specific research areas.
- Positioning Western as a convenor, global hub and talent magnet that attracts international researchers, organizations, governments, and industries to our campus.

This will allow us to target the following measures of progress:

- » Increase Western publications that include an international collaborator from 46 to 50 per cent.
- » Increase international research awards to 100 awards valued at a total of \$15 million per year.

Western Research Parks, one of Canada's leading science and technology parks, is the catalyst for commercialization, partnership development, research translation and entrepreneurial learning opportunities at Western University. For over three decades, Western Research Parks has served as a strong link between academics and commerce and is a key contributor to the movement of an idea or a discovery from concept to the marketplace. Western Research Parks include three locations on a total of 156 acres: Western Discovery Park, Western Advanced Manufacturing Park and Western Sarnia-Lambton Research Park. Western Research Parks currently houses 106 innovative companies, 1,319 knowledge-based employees and contributes nearly \$100 million annually to our communities.



- » Develop new opportunities to attract distinguished academics and sponsored visiting faculty and staff to spend time at Western and work with faculty and students on pressing research challenges from multidisciplinary perspectives.
- » Increase the number of training opportunities for Highly Qualified Personnel*.
- » Attract and support two international research or private organizations (e.g., Max Planck Society, Genomics England) to develop a presence in Western Research Parks over the next five years.
- » Leverage existing partnerships with foreign governments to attract more collaborations and affiliations (e.g., Ontario-Baden Wuerttemberg partnership.)

2

Facilitate research that contributes to advancing the UN SDGs by:

- Continuing to leverage the power of cultural research and creative expression, empowering Western's many diverse local and international communities to co-create transformational change.
 - Amplifying Western's role as a thought leader and influential voice on global and local challenges and solutions and contributing to public discourse and policy development related to the UNSDGs.
 - Supporting globally displaced students and scholars in conjunction with international and national organizations (e.g., Scholars at Risk Network Canada, World University Service Canada and Scholar Rescue Fund).
 - Tracking emerging areas of strength at Western in relation to the UNSDGs for future focus and investment.
- This will allow us to target the following measures of progress:**
- » Rank Top 5 in the U15 for number of publications and publication impact for the UNSDGs with substantial research intensity at Western (Reduced Inequality SDG#10, Gender Equality SDG#5, Affordable and Clean Energy SDG#7, Peace, Justice and Strong Institutions SDG#16).
 - » Make available public reports detailing emissions, energy use, water use, EDI policy, strategy on sustainable procurement and sustainable investment.
 - » Support Industry, Innovation and Infrastructure (SDG#9) by achieving Top 5 U15 ranking for research income from business grants.
 - » Track participation in local, national and international policy consultations.
 - » Track public outreach and amplification on issues related to the UNSDGs (e.g., contributions to The Conversation).

* See Glossary on page 14

THEME FOUR:

ENABLE WESTERN'S CAPACITY FOR GLOBAL SUCCESS

In our increasingly connected world, there are more opportunities than ever to harness global engagement for our collective benefit. For Western to successfully engage on the global stage, we need to strengthen our foundation and capacity here at home. Western will capitalize on its existing internationalization efforts, designing and aligning its governance processes, governing bodies and administrative units to enable students and faculty to participate fully in the opportunities that come from a globally engaged approach to their work.

WE WILL:

1

Invest in people, processes and resources by:

- Empowering Western International to support and enable global engagement activities including outbound and inbound missions, partner and membership stewardship, and advancement of consular/embassy and trade commission relationships.
- Developing a suite of global engagement grants that initiate new global partnerships whose success and growth is mapped and tracked through Western International.
- Streamlining international partnership and internship application and reporting processes to make it easier to establish partnerships.
- » Convene a Global Engagement Working Group, chaired by the Vice-Provost International, that brings together leaders from research, advancement, recruitment, academic programs, and government relations with faculty stakeholders to advise on global engagement initiatives across campus and international opportunities within and beyond our region.
- » Work with faculties and schools to create international awards for global engagement in research, teaching or partnership development as part of their faculty awards, to be recognized through Western International at a new annual awards celebration.

This will allow us to target the following measures of progress:

2

Invest in value-added technology, systems and infrastructure to advance global engagement by:

- Leveraging our strengths in the Centre for Teaching and Learning to support innovative teaching methods, global instruction and the development of global and cultural competency micro-credentials.
- Building the infrastructure for in-person and digital global hubs and spaces to advance Western's international teaching, research and partnerships, starting with Western International.



Western International provides wrap-around support to more than 5,800 international students through immigration advising, social connection, personal-well-being supports, career development, community links, and more.

Additionally, Western International facilitates **international learning opportunities** (exchange, internships, study abroad, research and more), for more than 2,000 students each year.

This will allow us to target the following measures of progress:

- » Develop and maintain dashboards to map, track, analyze and report institutional global activity and data, including partnership memorandum of understanding, international publications, grants, collaborations and student and faculty data.
- » Utilize the Centre for Teaching and Learning to increase the number of workshops and participants who receive international pedagogy training.
- » Implement scalable, integrated technology solutions through our learning management system that enable education, research, global engagement, and the operating models needed to achieve our global engagement goals.

3

Raise awareness at home and abroad about Western's commitment to working with partners across the globe to solve global challenges by:

- Embedding internationalization into the fabric of Western University, including our systems, policies, processes, decision-making, resource allocation, teaching, research, community engagement and relationship building.
- Positioning Western's faculty, scholars and students as leaders and key contributors within international higher education bodies (e.g., Canadian Bureau for International Education, International Association of Higher Education).
- Building our name recognition and reputation around the world by implementing a marketing strategy to highlight signature international programs, partnerships and collaborations.
- Strategically participating in global signature events as speakers and thought leaders such as international conferences and government trade missions and delegations to key regions.

This will allow us to target the following measures of progress:

- » Increase the number of times Western is cited (particularly in our existing and future regions of focus), the number of international co-authorships and global reach of citations.
- » Track and grow the number and quality of international meetings and conferences that Western hosts or in which Western researchers participate.
- » Increase the number of signature international venues where Western participates in keynote or speaking opportunities.

GLOSSARY

Global Research Coalition: a coalition that consists of Western plus at least two additional partners from at least two different regions in the world outside Canada. Such a coalition is focused on research, development and extension of technologies and practices that will advance research, innovation and new knowledge in an area of strategic strength for Western.

Pop-up Campus: short-term educational programming as a vehicle to grow interest in and awareness of Western.

Regions of Emphasis:

Regions of emphasis include countries where Western has an existing connection, and the intention to expand outwards as future opportunities arise. These are:

- **Asia-Pacific:** countries that border the Pacific Ocean in East Asia, Southeast Asia and Oceania. Our initial focus will be on China, India, Indonesia, Malaysia, Singapore, South Korea, Taiwan and Vietnam.
- **Sub-Saharan Africa:** regions of the continent of Africa that lie south of the Sahara. These include Central Africa, East Africa, Southern Africa and West Africa. Our initial focus will be on Ghana, South Africa, Nigeria and Uganda.

- **Latin America:** South America, Central America, Mexico and the islands of the Caribbean. Our initial focus will be on Mexico and Brazil.
- **Middle East and North Africa:** A geopolitical region extending from the Atlantic coast of Africa to the borders of Pakistan and Afghanistan in Central Asia and from the Mediterranean littoral to the southern boundaries of the Sahara Desert. Our initial focus will be on Turkey, Oman, UAE, Saudi Arabia and Jordan.

Super Partnerships: a university-wide effort, working with a partner institution and surrounding community partners on research, education, health, wellness, economic opportunities and social change, drawing on our expertise and our passion, to enhance the quality of life and economic opportunity for residents of the region served by that partner institution.

WORLDiscoveries: Western University's renowned tech transfer and business development office. With expertise in licensing, patenting, and commercialization, WORLDiscoveries is pivotal in helping researchers and inventors transform their discoveries into real-world applications. They facilitate the commercialization process by acting as a bridge between local invention and global industry, fostering innovation and driving economic growth. Visit worlddiscoveries.ca for more information.

Highly Qualified Personnel: Individuals with university degrees at the bachelor's level and above and can include students, postdoctoral researchers, technicians, artisans, tradespeople and research assistants and associates.



PLANNING PROCESS

The development of *Western in the World* followed a robust, broad and inclusive consultation process that sought feedback from more than 800 students, faculty, staff, alumni, community members and global partners, over a six-month period from December 2022 to May 2023. Guided by a Global Engagement Plan Steering Committee, the process sought to engage stakeholders who reflected both the diversity of Western University and of the many initiatives in which we engage internationally.

What emerged in dialogue was open, transparent and thoughtful feedback that has culminated in our 2023-2030 global engagement plan.

Global Engagement Steering Committee

- **Florentine Strzelczyk**
Provost & Vice-President (Academic) (co-chair)
- **Bryan Neff**
Acting Vice-President (Research) (co-chair)
- **Temi Akin-Aina**
Associate Vice-President (Alumni Relations)
- **Isola Ajiferuke**
Associate Professor, Faculty of Information & Media Studies
- **Althea Blackburn-Evans**
Chief Communications Officer
- **Stephanie Brooks**
Chief Administrative Officer, Ivey Business School
- **Jacquelyn Burkell**
Associate Vice-President (Research)
- **Ruban Chelladurai**
Associate Vice-President (Planning & Budgeting)
- **Colin Couchman**
Chief Data Officer
- **Jennifer Davila**
Director of Administration, Faculty of Education
- **Matt Davison**
Dean, Faculty of Science
- **John Doerksen**
Vice-Provost (Students)

- **Jayne Garland**
Dean, Faculty of Health Sciences
- **Rachel Halaney**
Executive Director, Dean's Office (Schulich School of Medicine & Dentistry)
- **Nicholas Harney**
Dean, Faculty of Social Science
- **Silke Klenk**
Director, Internationalization (Schulich School of Medicine & Dentistry)
- **Lise Laporte**
Senior Director, Western International
- **Lisa Latif**
Acting University Registrar
- **Susan Lewis**
Vice-Provost (Academic Programs)
- **Linda Miller**
Vice-Provost (Graduate & Postdoctoral Studies)
- **David Muir**
Associate Vice-President (Innovation & Strategic Partnerships)
- **Jan Plug**
Acting Dean, Faculty of Arts & Humanities
- **Athanasios Psygkas**
Associate Professor, Faculty of Law
- **Abdallah Shami**
Professor, Faculty of Engineering

Consultations with key stakeholders:

- Alumni
- Board of Governors
- Deans
- Faculty and Staff
- Housing and Ancillary Services
- Office of Equity, Diversity and Inclusion
- Office of Government Relations
- Office of Indigenous Initiatives
- Office of Institutional Planning & Budgeting
- Office of the Registrar
- President's Group
- Secretariat
- Senate
- Senate Committee on University Planning
- Students
- University Advancement
- Vice-Provosts
- Western Communications
- Western International
- Western Research

