

# Global Horizons: **Aspire in Action**

UWindsor's Internationalization &  
Global Engagement Plan

## PROJECT CHARTER



University  
of Windsor

*Aspire.*

## **Table of Contents**

<b>Section 1: Charter Introduction</b> .....	1
1.1 Document Change Control .....	1
1.2 Executive Summary .....	1
1.3 Values and Guiding Principles of the Strategic Planning Process.....	1
1.4 Authorization .....	1
<b>Section 2: Project Overview</b> .....	1
2.1 Key Deliverables .....	1
2.2 Project Scope .....	2
2.3 Major Milestones .....	2
2.4 Approved Project Budget .....	3
2.5 Interacting Processes that Impact Planning .....	3
2.6 Project Risks and Mitigation.....	3
<b>Section 3: Project Organization</b> .....	4
3.1 Project Governance .....	4
3.2 Global Engagement Committee Membership .....	4
3.3 Global Horizons Advisory Committee Membership.....	5
3.4 Roles and Responsibilities.....	6
3.5 Meetings .....	6
3.6 Proposed Engagement .....	6
<b>Section 4: Research Ethics Board Standard Operating Procedure</b> .....	7
<b>Section 5: Charter Approval</b> .....	7

**Section 1: Charter Introduction**

**1.1 Document Change Control**

The table below will be used to track updates and will be authorized by [Dr. Chris Busch](#).

Revision Number	Date of Issue	Author(s)	Brief Description of Change
1.0	July 12, 2024	K. Wonnacott	Creation of the document.
1.1	July 15, 2024	C. Busch	Addition of content.
1.2	July 16, 2024	K. Wonnacott	Addition of Global Engagement Committee member’s feedback
1.3	July 30, 2024	C. Busch	Finalization and submission for approval by Provost and VP-Academic

**1.2 Executive Summary**

This charter serves as the guiding document for creating and implementing the Strategic Internationalization and Global Engagement Plan, a cascading plan in the framework of *Aspire: Together for Tomorrow*. This charter details, in part, the project's key deliverables, scope, and milestones. The cascading plan is governed by the Global Engagement Committee, and approved by the Provost and Vice-President, Academic.

**1.3 Values and Guiding Principles of the Strategic Planning Process**

The Internationalization and Global Engagement Strategy will align with the University’s values, as articulated in *Aspire: Together for Tomorrow*. In particular, the strategic planning process will be guided by the following values:

- Equity, Diversity, Inclusion, and Decolonization
- Sustainability
- Collaboration

**1.4 Authorization**

The executive sponsor for the cascading plan is Dr. Robert Aguirre, Provost and Vice-President, Academic.

**Section 2: Project Overview**

**2.1 Key Deliverables**

Key deliverables will include mission, vision, values, strategic objectives, process timelines and milestones; metrics for benchmarking progress, resources and allocations, roles and responsibilities for implementing the plan; and a communications strategy for information, updates and reporting progress of the plan.

## 2.2 Project Scope

The Internationalization and Global Engagement Strategy is critical to the University of Windsor's *Aspire* strategic plan. This initiative aims to embed internationalization into all aspects of the university's mission and operations, following John Hudzik's (2011) model for Comprehensive Internationalization. The strategy will enhance the University of Windsor's global engagement, elevate its academic and research profiles, enhance the student experience, and create a more inclusive and globally-minded campus community.

Ensure that internationalization is a core component of the university's academic, research, and service missions. This will involve embedding global perspectives into curricula, fostering international research collaborations, providing professional development opportunities, and promoting a campus culture that values diversity and global engagement.

Develop and strengthen strategic partnerships with leading international institutions. These partnerships will foster collaborative research, facilitate student and faculty exchanges, and create joint academic programs that enhance the university's global reach and impact.

Increase robust support services for all students, particularly international students, mainly focused on their academic and social experiences, ensuring their success and integration into the university community and post-graduation.

International student recruitment will be excluded from the scope of the Internationalization and Global Engagement Strategy, as it has already been addressed in the University of Windsor's Strategic Enrolment Plan (SEMP).

## 2.3 Major Milestones

Significant milestones and a proposed Internationalization and Global Engagement Strategy timeline are available [here](#).



Figure 2: High-level project timeline (see Gantt chart for full workplan)



Figure 3: Approval framework



Figure 1: Conceptual framework for the development of *Global Horizons: Aspire in Action* (the I&GE Plan).

## 2.4 Approved Project Budget

Funding for the Global Partnership Coordinator role has been covered partly by the Aspire Strategic Fund. The Office of Enrolment Management will provide additional financing for participation incentives and hospitality during the consultation process.

## 2.5 Interacting Processes that Impact Planning

The Internationalization and Global Engagement Strategy will be informed by the University of Windsor's Strategic Plan and Strategic Academic and Research Plan. The Strategy will work in tandem with the additional cascading plans, including the Strategic Academic Plan and Strategic Research Plans.

## 2.6 Project Risks and Mitigation

- a) Difficulty in securing active and meaningful engagement from key stakeholders, including faculty, staff, students, and external partners.

Establish a clear communication plan, involve stakeholders early in the planning process, and create opportunities for input and feedback through surveys, workshops, and meetings.

- b) Lack of comprehensive data and information to inform the strategy development process, such as current international activities, institutional capacity, and market analysis.

Conduct thorough data collection and analysis, engage external experts, and leverage existing institutional reports and studies. Seek opportunities to socialize consultation opportunities with the campus community (ex., Attend Faculty Council meetings, host special information sessions, etc.).

- c) Challenges in coordinating efforts across different departments and units within the university.

Appoint a dedicated project manager (Kennedy), establish a cross-functional advisory committee, and ensure regular updates and communication to keep everyone aligned and informed.

- d) Difficulty in aligning the internationalization strategy with the broader Aspire strategic plan and other institutional priorities.

Ensure regular consultation with senior leadership, align goals and objectives with the Aspire strategic plan, and demonstrate how internationalization supports the university's overall mission. Collaborate with leaders of concurrent cascading plans.

- e) Risk of developing a plan that is too ambitious and unrealistic given the available resources and institutional capacity.

Set achievable and realistic goals, thoroughly assess institutional capabilities, and implement a phased approach to allow for gradual progress.

- f) Potential for miscommunication or lack of communication among project team members and stakeholders.

Establish clear communication protocols, use collaborative tools (e.g., MS SharePoint), and hold regular meetings to ensure everyone is on the same page.

- g) Resistance to change from within the institution hinders the adopting of new strategies and initiatives.

Implement change management practices, provide training and support, and clearly articulate the benefits of the internationalization strategy to the university community.

- h) Lack of robust mechanisms for ongoing evaluation and feedback during the strategy development process.

Develop a framework for continuous evaluation, seek regular feedback from stakeholders, and be prepared to make iterative adjustments based on insights and feedback.

- i) External risks, such as legislative changes, geopolitics, and competition.

Continuously monitor changes in immigration laws, education policies and international agreements affecting student and staff mobility. Avoid over-reliance on any single country by establishing partnerships across multiple regions. Clearly articulate the unique strengths and offerings of the university, such as specialized programs, research opportunities, and campus facilities.

### Section 3: Project Organization

#### 3.1 Project Governance

The Global Engagement Advisory Committee will govern this project and be responsible for creating and implementing the cascading plan.

#### 3.2 Global Engagement Committee Membership

Name	Position	Role
C. Busch	Senior International Officer (SIO)	Co-Chair
TBD	Faculty Representative ( <i>elected from Committee membership</i> )	Co-Chair
T. Najam	Faculty Representative*, Faculty of Arts, Humanities, and Social Sciences (Social Sciences)	Member
J. Sinanga-Ohlmann	Faculty Representative*, Faculty of Arts, Humanities, and Social Sciences (Humanities)	Member
K. Montgomery	Faculty Representative*, Faculty of Education	Member

B. Van Heyst	Faculty Representative*, Faculty of Engineering	Member
C. McGowan	Faculty Representative*, Faculty of Human Kinetics	Member
TBD	Faculty Representative*, Faculty of Law	Member
L. Freeman	Faculty Representative*, Faculty of Nursing	Member
D. Mennill	Faculty Representative*, Faculty of Science	Member
K. Walker	Faculty Representative*, Odette School of Business	Member
P. Weir	Faculty Representative*, Faculty of Graduate Studies	Member
	Associate Vice-President, Enrolment Management	Member
S. Jones	Associate Vice-President, Student Experience	Member
J. Bornais	Associate Vice-President, External Affairs	Member
R. Darling	University Registrar	Member
M. Houston	Director, International Student Centre	Member
D. Wang	Director, International Student Recruitment	Member
M. Novelletto	Undergraduate Student Representative^	Member
A. Barzegar	Graduate Student Representative^	Member
H. Pratt	Representative, Office of the Vice-President, Research and Innovation	Member
<b>TBD</b>	Representative, Alumni Affairs	Member
A. Mullen	Representative, Office of the Provost and Vice-President, Academic	Member
K. Wonnacott	Global Engagement Coordinator, UWindsor Global	Resource
J. Dube	Office of Institutional Analysis	Resource
D. Prior	Administrative Assistant, Office of Enrolment Management	Resource

### 3.3 Global Horizons Advisory Committee Membership

Name	Position	Role
C. Busch	Senior International Officer (SIO)	Chair
B. Van Heyst	Decanal Representative	Member
L. Freeman	Faculty Representative	Member

M. Houston	Student Services Representative	Member
D. Wang	International Representative	Member
M. Novelletto	Student Representative	Member
H. Pratt	Representative, Office of the Vice-President, Research and Innovation	Member
A. Mullen	Representative, Office of the Provost and Vice-President, Academic	Member
K. Wonnacott	Global Engagement Coordinator, UWindsor Global	Resource

### 3.4 Roles and Responsibilities

Dr. Chris Busch, Associate Vice-President, Enrolment Management and Senior International Officer, is responsible for the cascading plan. Kennedy Wonnacott, Global Partnership Coordinator, will be the project manager for the plan's creation.

### 3.5 Meetings

During planning, the Global Engagement Committee and the Global Horizons Advisory Committee will meet ad hoc to coincide with critical milestones. The Global Engagement Committee will meet approximately once per quarter. The Global Horizons Advisory Committee will meet approximately once per month.

### 3.6 Proposed Engagement

Several critical engagements are proposed to develop the University of Windsor's Internationalization and Global Engagement Strategy. Initially, a comprehensive scan of existing internationalization plans will be conducted, serving as a valuable resource. Consultations with institutions like Thompson Rivers University and Brock University will be held to gather stakeholder insights and develop a robust consultation plan. Existing data, including Aspire Consultation Data Summaries and the Internationalization Framework from Think Tank 2022, will be reviewed alongside conducting REB (Research Ethics Board) consultations.

Aligning with the Academic and Research Strategic Plan is critical, which will be initiated with a presentation and initial discussion at the Provost's Council. A Global Engagement Preliminary Workshop will follow, focusing on discussing the mission, values, and vision through the SOAR (Strengths, Opportunities, Aspirations, Results) analysis, with participation from the Global Engagement Committee (GEC) and recommendations by the Advisory Committee.

The Advisory Committee will draft strategic priorities and develop a consultation method involving stakeholders, question guides, and approaches. Surveys will be conducted within the campus community to collect widespread input on priorities, ensuring increased buy-in. Additionally, leadership interviews with Executive Leadership and Deans will provide further insights.



Working groups will be formed, targeting key stakeholders to consult on actions related to each pillar of the Comprehensive Internationalization Framework. The outcomes from focus groups will be reviewed to prioritize actions, and a "parking lot" will be developed for potential future actions or ideas.

#### **Section 4: Research Ethics Board Standard Operating Procedure**

Aspire consultations are deemed administrative and exempt from Research Ethics Board approval. Data collection and analysis will be shared with the REB Chair to ensure all efforts fall under TCPS2 Article 2.5.

#### **Section 5: Charter Approval**

The Global Engagement Committee has been invited to provide feedback on the project charter. Dr. Robert Aguirre, Provost and Vice-President, Academic, will approve the charter.

#### **Section 6: References**

Hudzik, J. K. (2011). *Comprehensive Internationalization: From Concept to Action*. NAFSA: Association of International Educators.