International Relations -
Professional Learning Community (IR-PLC)

International Partnerships Assessment Part II

Sept 23 @ 12:00 pm - 1:00 pm EDT

TERRITORIAL ACKNOWLEDGEMENT

INTERNATIONAL RELATIONS PLC

The International Relations PLC is a community of International Relations officers whose work focuses on providing stewardship and leadership to their institution's internationalization strategy and partnerships.

If you are interested in joining this group, please visit the CBIE community hub: https://community.cbie.ca/login/

Continue the conversation on Twitter using #IntlRelationsPLC

MODERATOR

Stéphanie Dion

International Strategy
Advisor
Polytechnique Montréal

Steering Committee Member
IR-PLC

AGENDA

Summary of the pre-event survey results	5 min
Keys to success and overcoming barriers in the implementation of International Partnership Assessment Tools – 2 cases : IPARI (Calgary) and IPAT (Ryerson)	30 min
Q&A – Challenges and strategies for getting started	15 min
Summary and next steps	5 min

CONTROL PANEL

Questions and participation:

- Type your questions in the Chat box.
- Use the mic on your control panel to unmute yourself to speak during the Q&A part.

Presentation and handouts:

- This session is being recorded (except the Q&A)
- The presentation slides will be made available after the session.
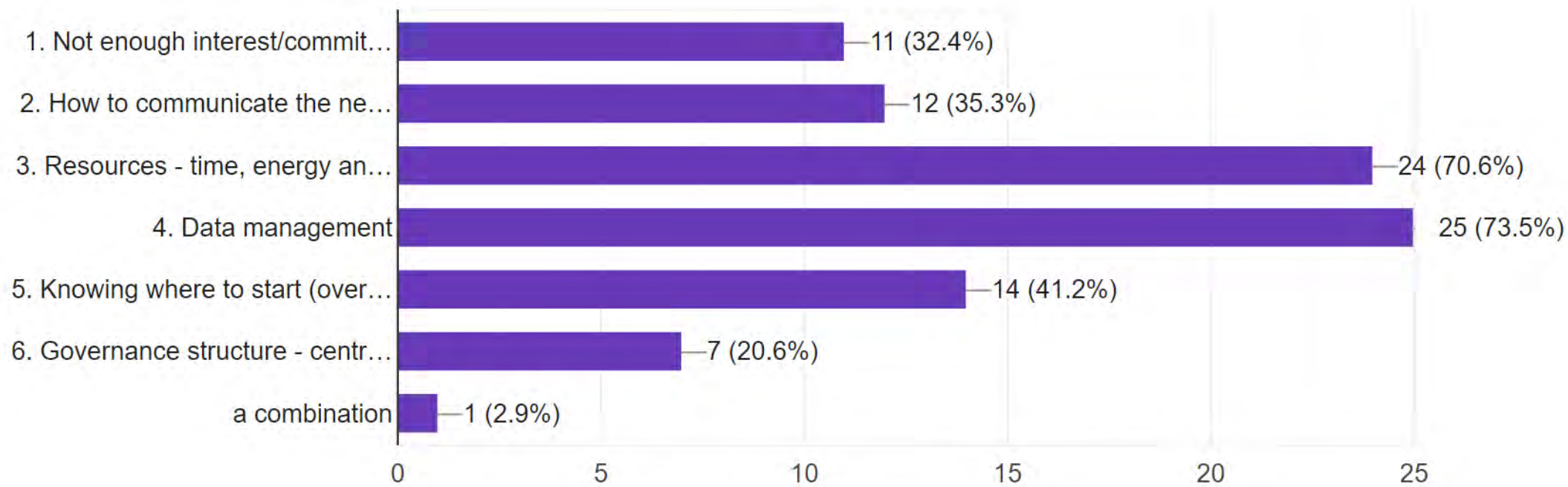- IR-PLC members could contact the presenters by email after the session.

WHY ASSESS?

➤ International partnerships are at the core of internationalization strategies

➤ With methods and systems of business intelligence, institutions aim to take sound decisions :

  ✓ Definition of "strategic" partnerships
  ✓ Development of new initiatives
  ✓ Consolidation of existing partnerships
  ✓ Termination of some agreements

➤ Determine what are the outcomes expected in terms of training, research, social contribution

➤ Create alignment and engage the community in the internationalization efforts

➤ Illustrate the return on investment (ROI) to funding bodies

➤ Communicate the impact of internationalization to diverse stakeholders

Pre-event survey results

1. What are you struggling with when looking to assessing your international partnerships?

34 responses

1. Not enough interest/commit...	11 (32.4%)
2. How to communicate the ne...	12 (35.3%)
3. Resources - time, energy an...	24 (70.6%)
4. Data management	25 (73.5%)
5. Knowing where to start (over...	14 (41.2%)
6. Governance structure - centr...	7 (20.6%)
a combination	1 (2.9%)

Pre-event survey results

2. How does your institution collect international related data?

34 responses
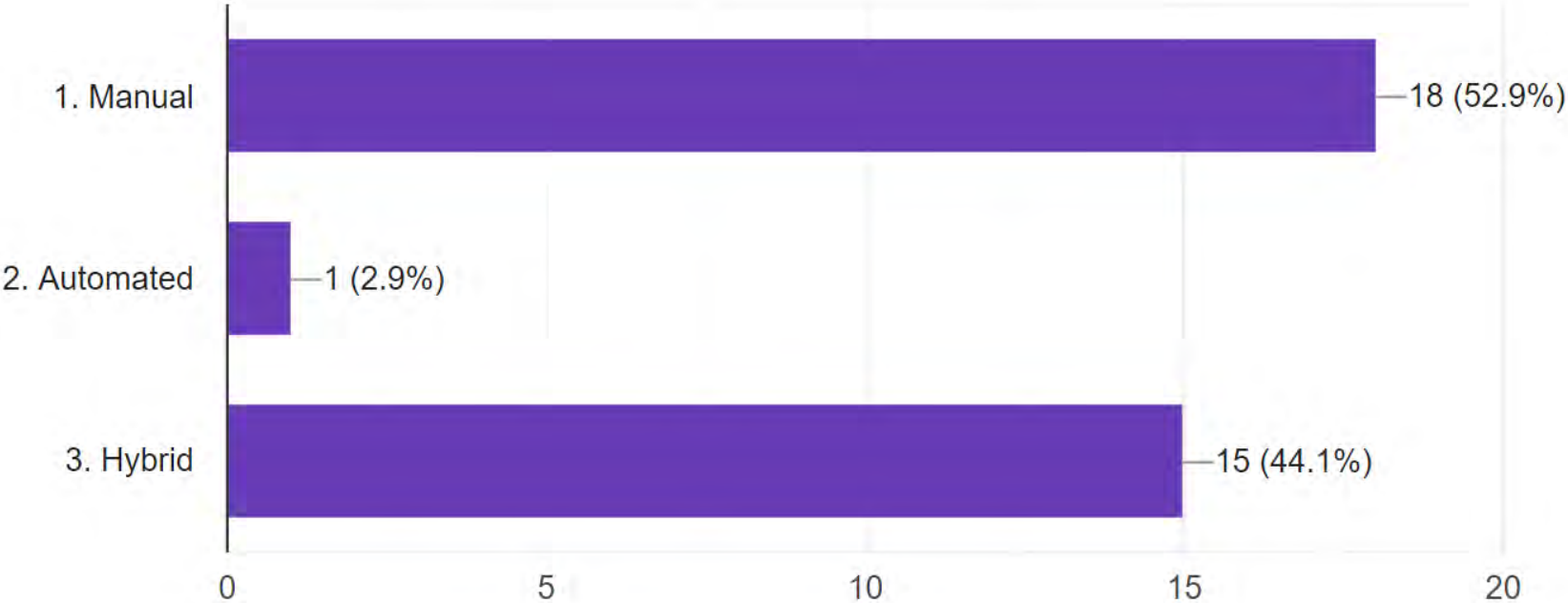
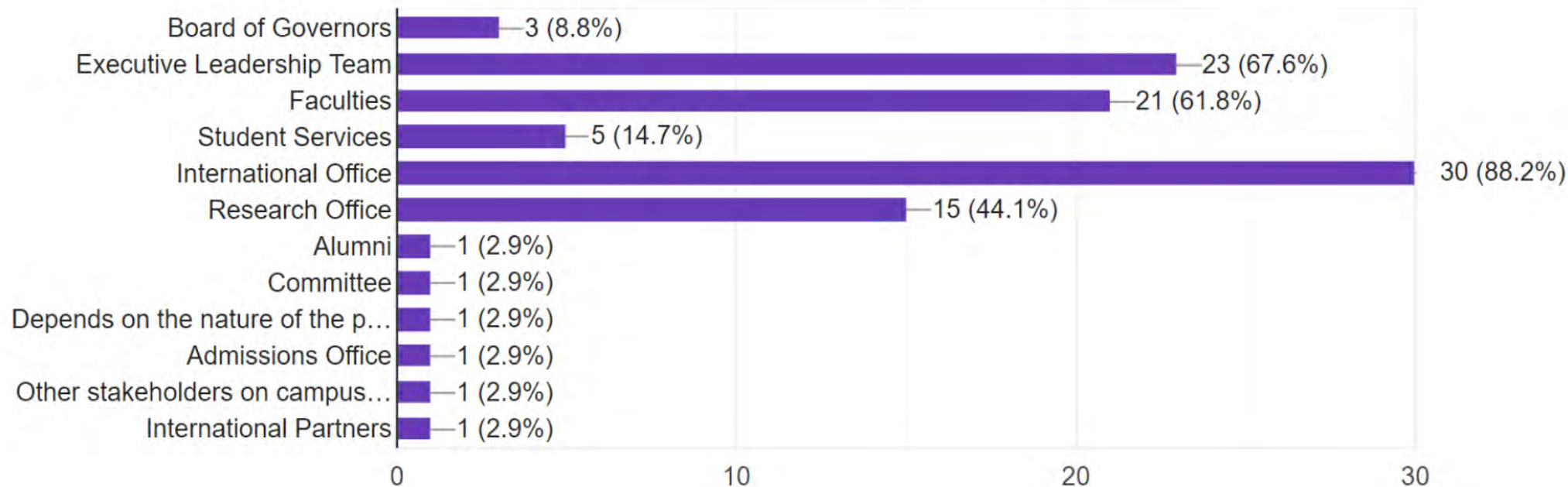# Pre-event survey results

3. Since internationalization is a shared responsibility, who needs to be consulted when defining the criteria for international partnership assessment?

34 responses

Category	Value
Board of Governors	3 (8.8%)
Executive Leadership Team	23 (67.6%)
Faculties	21 (61.8%)
Student Services	5 (14.7%)
International Office	30 (88.2%)
Research Office	15 (44.1%)
Alumni	1 (2.9%)
Committee	1 (2.9%)
Depends on the nature of the p…	1 (2.9%)
Admissions Office	1 (2.9%)
Other stakeholders on campus…	1 (2.9%)
International Partners	1 (2.9%)

SPEAKERS

Suhair Deeb

Coordinator, International Agreements
and Faculty Engagement

Ryerson University

Andrea Delgado Morrow

Director, International Relations

University of Calgary

Steering Committee Co-Chair IR-PLC

Presentation Structure

Ryerson University

What? Assessment of partners for fit with Ryerson

How? Using a set of metrics developed to assess a partner institution's alignment with Ryerson key priorities as identified by the international strategy

University of Calgary

What? Assessment of partnerships for all international academic partners at UCalgary.

How? Uses a set of criteria and scoring sytem within three designated categories (Academic, Mobility and Research) to track partnership activities.

Ryerson University

International Partner Assessment Tool (IPAT)

Suhair Deeb, MSc, MA

Coordinator, International Agreements and Faculty Engagement

Context

- 2016: Creation of the position of the Assistant VP-International

- 2017-2018
  - Consultations with the University community
  - International Strategy
  - International Partner Assessment Tool-IPAT
    (higher education institutions only)

- 2020: Minor modification to IPAT

International Strategy

FIVE PRIORITIES

- Global Learning

- Research Collaboration

- Innovation, Incubation and Entrepreneurship

- Projects and Capacity Building

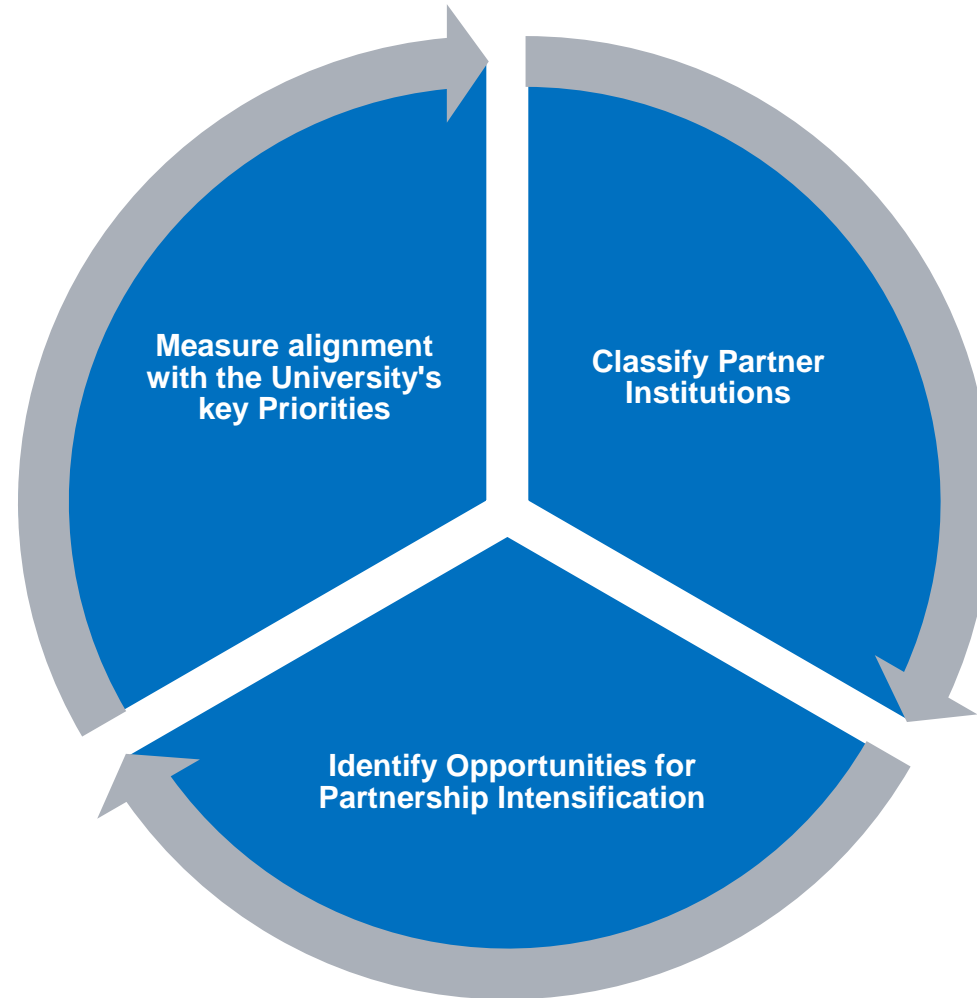- International Students (degree seeking)

IPAT

Why IPAT?

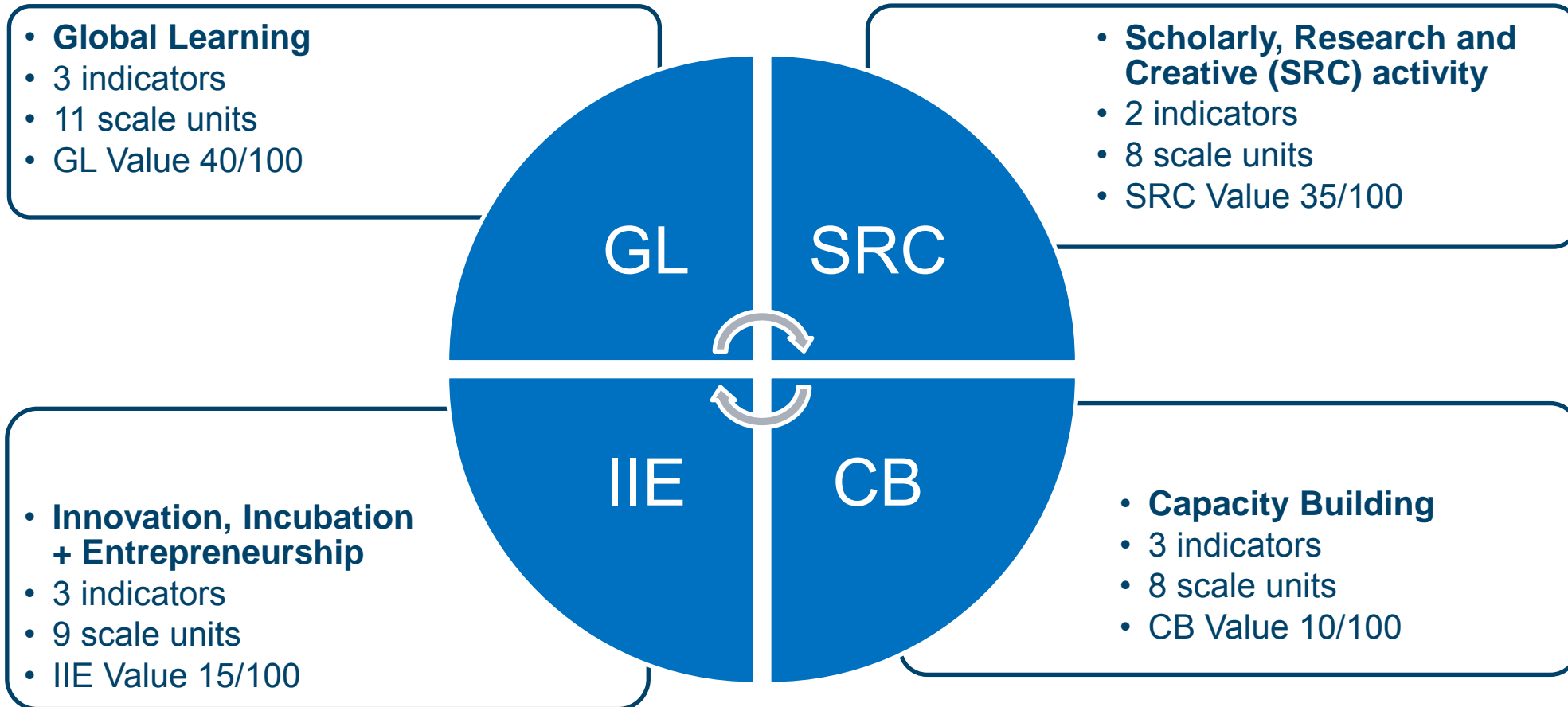How? Data collection and design

Outcomes
- Inform decision making
- Identify opportunities for partnership intensification
- Create more consistant approach to profiling the partners
- Manage delegation visits and mission planning

Ryerson University

IPAT: Main Objectives

Measure alignment with the University's key Priorities

Classify Partner Institutions

Identify Opportunities for Partnership Intensification

Metrics

- **Global Learning**
- 3 indicators
- 11 scale units
- GL Value 40/100

- **Scholarly, Research and Creative (SRC) activity**
- 2 indicators
- 8 scale units
- SRC Value 35/100

GL | SRC

IIE | CB

- **Innovation, Incubation + Entrepreneurship**
- 3 indicators
- 9 scale units
- IIE Value 15/100

- **Capacity Building**
- 3 indicators
- 8 scale units
- CB Value 10/100

INDICATORS

GL

- Overlap with RU's academic areas
- Offer of English Language Courses
- University Ranking (Times Higher Education (THE) World Ranking)

SRC

- Overlap with RU's research themes
- University Ranking (Shanghai Jiao Tong U. Ranking-ARWU)

IIE

- Presence of Incubator/accelerator
- Link to pedagogy
- Incubator Ranking (UBI Global Ranking)

CB

- Link to RU's social innovation themes
- Member of Ashoka University Network
- Located in a major world city

Example

CRITERIA	INDICATORS	SCALE UNITS	Value
Global Learning (GL)	Overlap with RU's academic areas	Overlap with 7-8 academic areas	15
		Overlap with 5-6 academic areas	12.5
		Overlap with 1-4 academic areas	10
		Overlap with 0 academic areas	0
	Offer English Language Courses	Yes, across all academic areas	12.5
		Yes, across some academic areas	10
		No English language courses	0
	Times Higher Education (THE) World Ranking	Ranked 1-200	12.5
		Ranked 201-500	10
		Ranked 501- 800	7.5
		Not ranked	0
		GL Score	**/40**

CALIBRATION + CLASSIFICATION

METHODOLOGY

Sample: 50/150 universities

Designed the spreadsheet with formulas

Applied 3 different sets for criteria and indicator values for testing

Determined final values including partner classification

Classification was aimed at being descriptive, not value-oriented

Partners at all levels of classification are key to internationalization

Classification	Value Range	Relationship to RU Internationalization Priorities
Strategic	75-100	Strongly supports all priorities
Comprehensive	60-74	Supports top priorities, specifically GL + SRC
Multi-level	41-59	Supports multiple priorities
Specialized	1-40	Supports specific priorities or a specific activity

APPLICATION

- **Identify Opportunities that Support Institutional Priorities**

Classify partners and identify opportunities for partnership intensification

Create activities that support institutional priorities

Develop IPAT-based profile of partners (qualitative data)

- **Coordinate Partnership Activities**

Internationalization Strategy

Priorities of Academic Units

Central Administration

IPAT Modification

- **Criteria**: Scholarly, Research and Creative (SRC) Activity

  - In 2020, new strategic research plan launched
  - Overlap with RU's research themes went down from 6 to 4 themes
  - Adjustment to scale units and values
  - No impact on partner classification

Lessons Learned

- Quick access to partner classification and data for reporting and recommendation purposes

- Periodical review of the tool
    - Institutional priorities shift
    - Partner institutions evolve
    - Resources shift

International Partnerships Assessment Survey

- **Struggles when looking to assess international partner**
  - Resources & data management (~74% of survey responses)
  - Knowing where to start (~41% of survey responses)

- **Data collection: How international related data was collected?**
  - Manual using Excel formulas for conditional formatting ("what-if" analysis) (53% of survey responses)

- **Who needs to be consulted when defining the criteria for partner assessment?**
  - International Strategy- The Ryerson community
  - IPAT- International Office-- tool presented to selected key stakeholders (88% of survey responses)

Questions?

Suhair Deeb
sdeeb@ryerson.ca

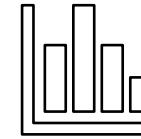# University of Calgary

- How did UCalgary decide an assessment tool was needed?

- Can you highlight the discussions that took place in your institution that led to the conclusion of needing an assessment tool?

- If we are seeking to move towards a more interpersonal, in-depth, non-transactional, mutually beneficial models of partnership, would one assessment tool with set criteria be sufficient?
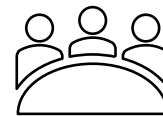
Academic Programs & Collaborations (7 points)

IPARI (30 points)

Mobility Programs (12 points)

Research Collaborations and Impact (11 points)
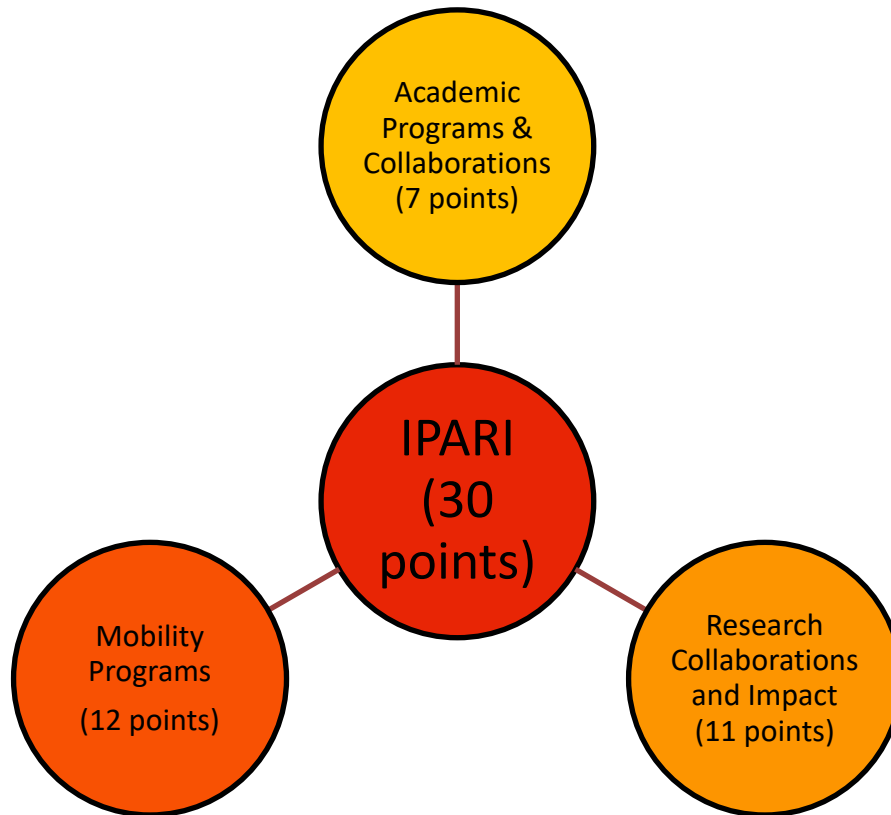
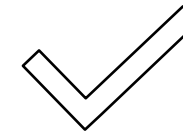**Integrating data into internal processes**
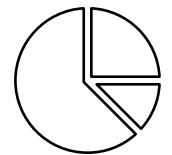
Data management

Monitoring partnerships to mitigate risks and identify trends

Identifying partnerships for further strengthening

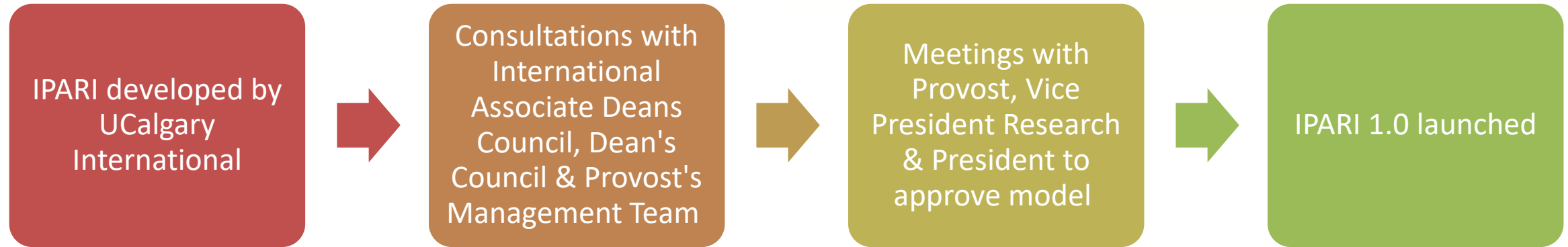**Develop partnership implementation plan**

Reporting purposes

- Recognized we didn't have a way to track and monitor our international partnerships
- Partnerships were often ad-hoc and some were inactive
- Wanted to begin to track the progress of the International Strategy and identify which partners were helping us meet our goals
- Previous International Strategy included Countries of Emphasis and Interest
- Needed to ensure the investment of people, time and funding were aligned with efforts in internationalization
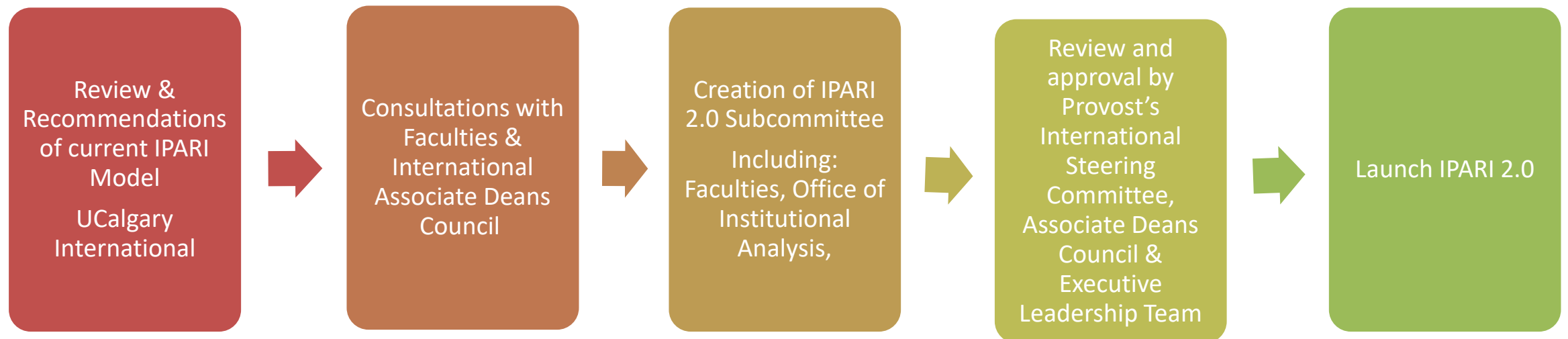
IPARI 1.0: 2016 - 2017

IPARI developed by UCalgary International

→

Consultations with International Associate Deans Council, Dean's Council & Provost's Management Team

→

Meetings with Provost, Vice President Research & President to approve model

→

IPARI 1.0 launched

IPARI 2.0: 2021 - 2022

Review & Recommendations of current IPARI Model

UCalgary International

→

Consultations with Faculties & International Associate Deans Council

→

Creation of IPARI 2.0 Subcommittee

Including: Faculties, Office of Institutional Analysis,

→

Review and approval by Provost's International Steering Committee, Associate Deans Council & Executive Leadership Team

→

Launch IPARI 2.0

Eyes High Strategy

The *Eyes High Strategy* 2017-22 is the University of Calgary's strategic direction. By 2022, we will be recognized as one of Canada's top five research universities, fully engaging the communities we both serve and lead.
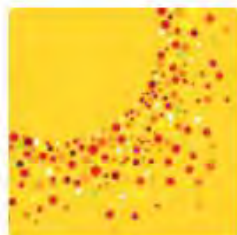
Learn more

Academic Plan

The 2018-23 Academic Plan is a roadmap to the *Eyes High Strategy* 2017-22. The Academic Plan includes three academic priorities: prioritizing people, connecting communities, and driving innovation.

Learn more

Research Plan

The 2018-23 Research Plan is a roadmap to the *Eyes High Strategy* 2017-22. The Research Plan has three priorities: matching strength with opportunities, increasing research capacity and driving innovation.

Learn more

Global Engagement Plan

The university's Global Engagement Plan provides a direction toward increasing partnerships around the world to advance the university's position as an intellectual, social and cultural hub for academics and research.

Learn more

Campus Mental Health Strategy

Launched in 2015, the Campus Mental Health Strategy is a bold commitment to the importance of mental health and well-being of our university family. Together we are creating a community of caring.

Learn more

Indigenous Strategy

ii' taa'poh'to'p, the University of Calgary's Indigenous Strategy, is a commitment to deep evolutionary transformation by reimagining ways of knowing, doing, connecting and being. Walking parallel paths together, "in a good way."

Learn more

Sustainability Strategy

The Institutional Sustainability Strategy provides a roadmap for continuous improvement in our pursuit of excellence and leadership in sustainability. We aim to become a leader in sustainability in our academic and engagement programs, administrative and operational practices.

Learn more

Sexual Violence Prevention & Support

The University of Calgary is committed to creating a safe campus environment, where sexual violence is never tolerated. In June 2017, the university introduced a standalone sexual violence policy that applies to all community members including students, faculty, staff and volunteers.
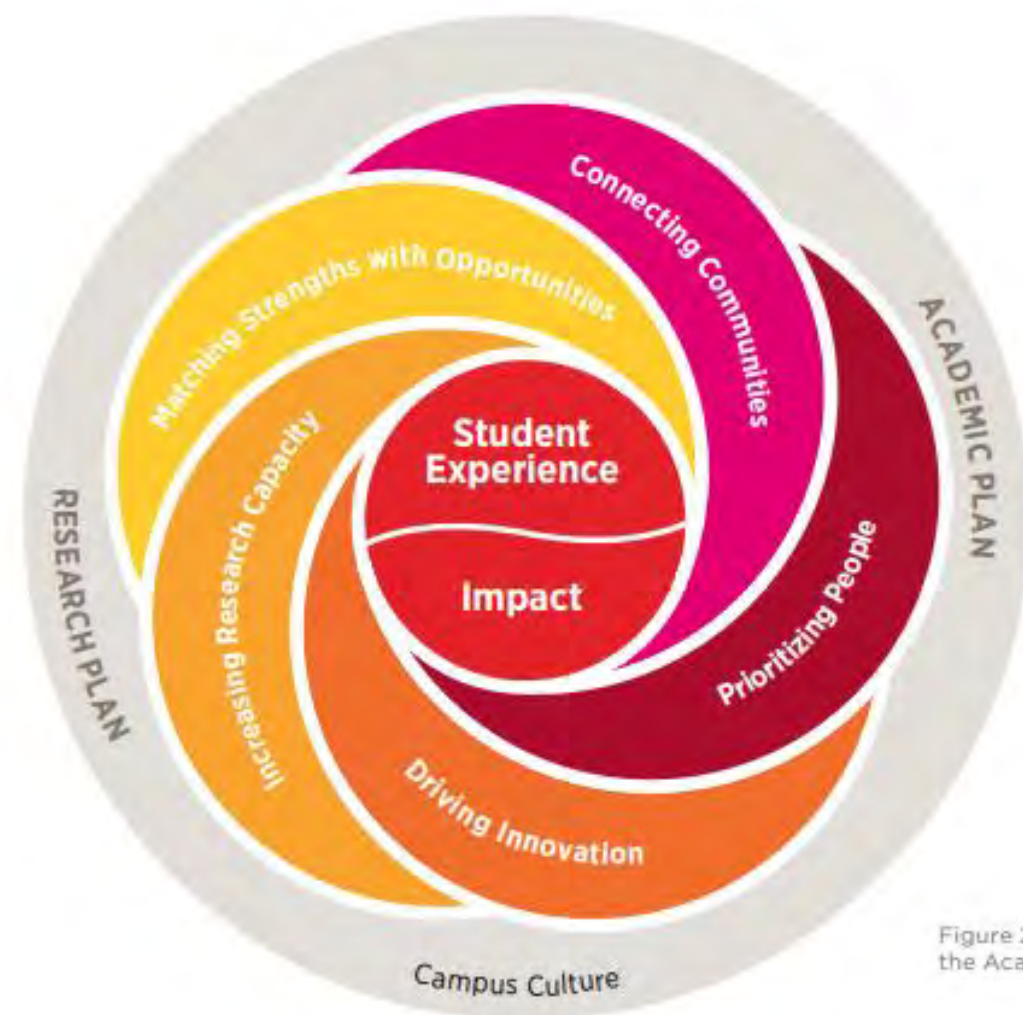
Learn more

Figure 2 – the Academ

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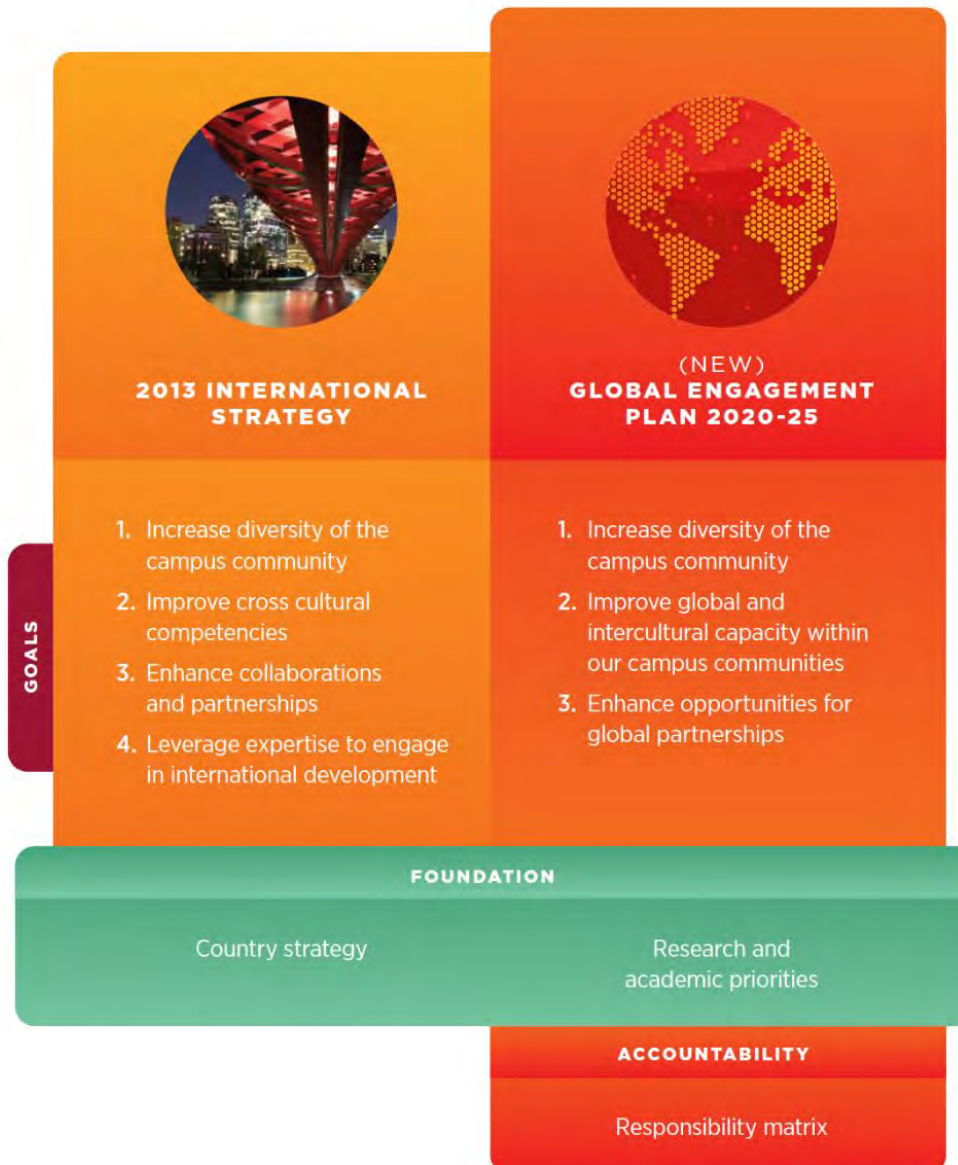Goal 3
Enhance global partnerships

Global partnerships should be:

- Focused, with clearly defined objectives that relate to our broader strategic goals while leveraging existing resources and strengths.

- Mutually beneficial, sustainable, and where appropriate, multifaceted.

- Whenever possible, the university should strategically work with universities and organizations that are highly ranked internationally, or within specific fields of strategic interest. Exceptions to this principle apply when the partnership accomplishes specific educational, research, and/or service objectives

- Driven by the priorities of the Academic and Research Plans

UNIVERSITY OF **CALGARY**

GOALS

2013 INTERNATIONAL STRATEGY

1. Increase diversity of the campus community
2. Improve cross cultural competencies
3. Enhance collaborations and partnerships
4. Leverage expertise to engage in international development

(NEW) **GLOBAL ENGAGEMENT PLAN 2020-25**

1. Increase diversity of the campus community
2. Improve global and intercultural capacity within our campus communities
3. Enhance opportunities for global partnerships

FOUNDATION

Country strategy

Research and academic priorities

ACCOUNTABILITY

Responsibility matrix

GOAL 1: Priorities and Areas of Responsibility:

	Recruitment & Admissions	Institutional Partnerships	Immigration (Visa, study & work permits)	International Student Supports	English Language Programs	Student Sponsorship/ Scholarship Development
UCI	✔	✔		✔		✔
Registrar's Office	✔				✔	✔
FGS	✔	✔		✔		✔
Faculties	✔	✔		✔	✔	✔
Continuing Education	✔	✔		✔	✔	✔
Student & Enrolment Services		✔	✔			

GOAL 2: Priorities and Areas of Responsibility:

	Intercultural Capacity Building	International Learning Experiences (ILE) and Intercultural Capacity-building Experiences (ICE)	Eliminating Barriers to ILE	Academic & Mobility Agreements	Fees, Funding & Scholarships
UCI	✔	✔	✔	✔	✔
Registrar's Office			✔		✔ UG
FGS		✔		✔	✔ GR
Faculties	✔	✔	✔	✔	✔

36

GOAL 3: Priorities and Areas of Responsibility:

	Research & Innovation Partnerships	Global Development Partnerships	Diplomatic & Consular Corps Partnerships	Training & Professional Development Partnerships
UCI	✔	✔	✔	✔
VPR	✔	✔		
Faculties	✔	✔	✔	✔
Continuing Education				✔ CPE

| Diplomatic & Consular Corps Partnerships	Responsibility	Assessment
Sustain relationships with Calgary Consular Corps to support the GEP by co-organizing events.	**UCI**, FA	1. # of events/initiatives co-created 2. Impact of events 3. Number of new partnerships agreements or collaborations that have resulted from events/initiatives
Maintain relationships with the Diplomatic corps to promote the University of Calgary's activities and to develop new partnership opportunities with foreign countries.	**UCI**, FA	

- New GEP clearly defines Calgary Consular Corps and Diplomatic Partnership
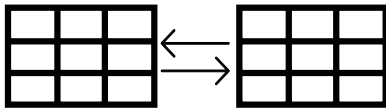- Previous IPARI did not include these partners as the assessment was based on formal agreements
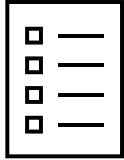
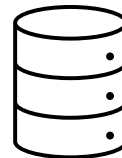Define your internationalization goals and related measurements

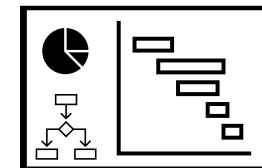Consult & get buy-in from leadership on the definitions of a successful partnership
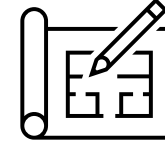
Outline your data requirements from each of your data stakeholders

Create a data model based on the measurements for internationalization goals

Implement a data warehouse to support business intelligence tool if possible

Easy to use implementation via business intelligence tools such as Power BI, Tableau

- Consultations with internal stakeholders
- Setting up a working Committee with representation from various faculties and the Office of Institutional Analysis
- Discussions with partners surrounding integrating their feedback into the evaluation
- Utilizing technology to automate
- Implementing IPARI 2.0
- Creating a shareable Toolkit with resources for institutions looking to build a partnership assessment framework

Andrea Delgado Morrow

almorrow@ucalgary.ca

Q&A

- What do you recommend as the first steps to engage the stakeholders in the process of assessing partners or international partnerships ?

- How do you inform your partners about your new methods and criteria and adapt (or not) the collaboration ?

- Now that you have a clearer sense of what is expected from international partnerships, how do you manage the requests from Faculty that do not "fit" into the framework ?

- How are institutions discussing about measuring "impact" ?

- How are you being assessed by your international partners ?

Summary and Next steps

- Continue the conversation on Partnership Assessment:
  - ➤ CBIE IR PLC HUB
  - ➤ Twitter: #IntlRelationsPLC

- Interested in joining the Partnership Assessment Working Group?
  - ➤ Email: almorrow@ucalgary.ca

Wrap up

- Coming soon!
  - ➢ Survey on Delegations/Missions

- Share your suggestions for future events with us

- Interested in joining the Steering Committee?
  - ➢ Call for applications coming in Fall 2021!

Thank you for your participation!
Merci de votre participation ☺

Canadian Bureau for
International Education