

Global Engagement Strategic Plan Steering Committee

Terms of Reference

Updated in January 2022

Mandate

- Advise on the development of a self-assessment report on Queen's global engagement strategy and operations for review by the International Association of Universities (IAU) expert panel.
- Critically assess Queen's progress and challenges to date in achieving comprehensive global engagement.
- Assist in defining the vision, values, and priorities for Queen's next global engagement strategic plan.
- Engage with IAU expert panel during on-site visits.
- Identify gaps and assist in consultation with stakeholders.

Context and Guiding Documents

In summer 2020, Queen's entered into an agreement with the [International Association of Universities \(IAU\)](#) to assist Queen's in establishing a new vision for global engagement. The IAU, founded under the auspices of UNESCO, is a non-profit, global association of higher education institutions and organizations.

As a first step in working with the IAU, the Office of the Vice-Provost, International created seven working groups of students, faculty and staff from across campus, each focused on a specific aspect of global engagement. These working groups created a self-assessment of Queen's strengths and weaknesses and future vision for their area and presented their findings to the Global Engagement Strategic Plan Steering Committee for feedback. The Office of the Vice-Provost, International compiled these findings into a self-assessment report that will be provided to steering committee members for their reference in early 2022.

Based on this self-assessment and an on-site visit scheduled for May 9-11, 2022, the IAU expert panel will provide Queen's with a set of recommendations on how to improve, change or strengthen strategy, policy, and activities to achieve our global engagement goals. The expert panel consists of four leaders in the field of global engagement in higher education:

- **Harvey Charles**, Professor of International Education, University of Albany
- Eva Egron- Polak, former Secretary General, IAU
- Giorgio Marinoni, Manager, Higher Education and Internationalization, IAU
- Alessandra Scagliarini, Vice Rector, International Relations, University of Bologna

The Office of the Vice-Provost, International, in consultation with the Global Engagement Strategic Plan Steering Committee, will draft the new strategy based on [Queen's Strategic Framework](#), the findings of the [Global Engagement Operational Priorities Working Group](#), and the recommendations of the IAU expert panel. Other critical strategic documents that will guide strategy development include:

- [Components of an Emerging Strategy](#): A Report on The Conversation

- [Queen’s University Administration’s Declaration](#) of Commitment to Address Systemic Racism
- [Yakwanastahentéha Aankenjigemi Extending the Rafters](#): Truth and Reconciliation Commission Task Force Final Report
- [Principal’s Implementation Committee on Racism, Diversity and Inclusion \(PICARDI\)](#)

Roles and Responsibilities

Member	Responsibilities
Steering Committee <i>Chair: Sandra den Otter, Vice-Provost, International</i>	<ul style="list-style-type: none"> • Advise on the creation of the IAU self-assessment document based on the findings and analysis of the seven working groups comprised of Queen’s faculty, staff and students. • Critically assess Queen’s progress and challenges in achieving comprehensive global engagement. • Advise on the vision, values, and priorities for Queen’s next global engagement strategic plan based on Queen’s Institutional Strategic Plan, recommendations of Global Engagement Operational Priorities Working Group, priorities of the faculties, and feedback from the IAU. • Assist in effective, wide-reaching consultation and communication with stakeholders.
Working Groups <i>Consist of university wide stakeholders and subject experts</i>	<ul style="list-style-type: none"> • Collect and analyze data as indicated in the self-assessment guide, with assistance on data collection from Office of Vice-Provost, International. • Act as subject experts for steering committee on assigned area. • Provide analysis on future vision, and strengths and weaknesses of the area for consideration by steering committee. • Provide a presentation of analysis and recommendations for the steering committee’s consideration.
Office of the Vice-Provost, International	<ul style="list-style-type: none"> • Author self-assessment document and global engagement strategic plan. • Lead self-assessment process in consultation with IAU. • Project manage self-assessment process. • Act as liaison with IAU.
Office of the Principal and Vice-Chancellor	<ul style="list-style-type: none"> • Provide overarching strategy for self-assessment process.
Office of the Provost and Vice-Principal (Academic)	<ul style="list-style-type: none"> • Provide strategic and operations support for self-assessment process.
International Association of Universities Advisory Service-Expert Panel	<ul style="list-style-type: none"> • Create and submit a recommendations report on how to improve strategy, policy, and activities to achieve Queen’s global engagement goals. • Provide guidance during self-assessment process. • On-campus visit following submission of self-assessment document.
University-wide stakeholders	<ul style="list-style-type: none"> • Provide advice and input on the development of Queen’s international strategic plan.

Membership

Chairperson: Sandra den Otter, Vice-Provost, International

Sultan Almajil, Director, Queen's University International Centre	Klodiana Kolomitro, Associate Vice- Principal (Teaching & Learning)
Karen Bertrand, Vice – Principal (Advancement)	Rebecca Luce-Kapler, Dean, Faculty of Education
Amitava Chowdhury, Associate Professor, Faculty of Arts & Science	El Zahraa Majed, PhD student, Faculty of Arts & Science
Wanda Costen, Dean, Stephen J.R. Smith School of Business	Parvin Mousavi, Professor, Faculty of Arts & Science
Heather Cole, Chief of Staff and Legal Advisor, Office of the Principal & Vice-Chancellor	Jane Philpott, Dean, Faculty of Health Sciences
Barbara Crow, Dean, Faculty of Arts & Science	Fahim Quadir, Vice-Provost & Dean, School of Graduate Studies
Kevin Deluzio, Dean, Faculty of Engineering & Applied Science	Jaya Sharma, Undergraduate Trustee, Faculty of Health Sciences
Betsy Donald, Associate Vice- Principal (Research)	Teri Shearer, Deputy Provost (Academic Operations and Inclusion)
Michael Fraser, Vice-Principal (University Relations)	Stephanie Simpson, Associate Vice-Principal (Human Rights, Equity & Inclusion)
Kanonhshyonne Janice Hill, Associate Vice-Principal (Indigenous Initiatives & Reconciliation)	Ann Tierney, Vice-Provost & Dean, Division of Student Affairs
Hugh Horton, Vice-Provost, Executive Director, Bader International Study Centre	Mark Walters, Dean, Faculty of Law

Permanent changes in membership must be reviewed by the Chair Sandra den Otter. Sending of delegates should be avoided, but is permissible.

Meeting Frequency

Regularly between November 2020 and June 2022.

Deliverable

Queen's University's global engagement strategic plan.

Contacts

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