

# Engaging the World



## York University's Internationalization and Global Engagement Strategy **2022–2027**

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# Welcome Message

Dear Colleagues,

We are pleased to share Engaging the World: York University's Internationalization and Global Engagement Strategy.

Equipped with the lessons we are learning, we will transform the profound challenges we face globally into opportunities to broaden the scope and impact of what we do as educators, researchers, and community partners.

We will embark on a new phase of internationalization and global engagement — one that finds new ways to open doors to cooperation with partners around the world and invests in building intercultural skills, knowledge, and competencies at home.

To move forward, we must:

- Develop new partnerships
- Embrace emerging technologies
- Test new modalities for student learning
- Do more to engage diverse populations in the pursuit of knowledge, and
- Devise strategies to ensure our ideas and discoveries reach a global audience

Internationalization has been a part of York's identity since the University was founded in 1959. Championed by individual community members across the University, it soon became a defining feature of all our faculties, schools, departments, and administrative units. The recruitment of international students has helped York to grow and diversify, bringing global talent and perspectives into our classrooms, labs, and communities.

Today it has become clear that York can no longer rely solely on an organic approach to internationalization. We need a comprehensive, flexible, and forward-looking strategy to define our shared priorities and to provide a blueprint for a collective approach.

To shape this vision, we convened the President's Council on Internationalization and Global Engagement in the Fall of 2019, with members representing all faculties and select divisions, researchers, instructors, staff, students, alumni, and partners to understand what is important for our global engagement.

Engaging the World identifies key priorities, creates a framework for engagement, and sets a path forward for our activities over the years ahead. It will serve to guide our decisions, actions, and interactions into the future, and help us achieve the priorities defined in our University Academic Plan 2020–25: Building a Better Future.



Indeed, Engaging the World was designed as an implementation plan for one of the six priorities identified in the University Academic Plan – Advancing Global Engagement.

Other priorities in the UAP are directly addressed in other frameworks and strategies such as the Indigenous Framework for York University: A Guide to Action, the Strategic Research Plan, the Framework to Address Anti-Black Racism, and the Equity, Diversity, and Inclusion Strategy. However, they are not meant to work in isolation. Each of these plans form an ecosystem of intersecting and mutually supporting strategies.

These strategies and frameworks must work together to facilitate stronger collaborations and help us make important progress using an inclusive, decolonized lens on critical world issues — climate change, xenophobia, inequality, homelessness, preserving democratic values, the rule of law, and poverty — that are addressed in the 17 United Nations Sustainable Development Goals (UNSDG's).

The input we received throughout the consultation process identified four shared priorities to shape the growth of York's activities:

- Expand inclusive global and intercultural learning that engages indigenous peoples around the globe
- Enhance the experience of international students
- Engage and contribute to the global nature of research and innovation
- Elevate global stewardship, partnerships, profile, and impact

As well, a set of recommendations emerged to help faculties and units develop action plans and initiatives to fulfill these priorities.

Like all our strategies and plans, Engaging the World will require each of us to be committed to its success. This strategy does not belong to one unit, faculty or individual. It is each of our responsibility to embed internationalization and global engagement in our work to ensure our success.

## Engaging the World is deliberately ambitious

The issues we face today require bold and definitive action. We can no longer afford to make small, incremental change. It is time for daring strides and for lasting positive change that rights the future.

This will not be easy and will require courage from each of us to challenge traditional ways of doing. But as York's motto, Tentanda Via says, we must try new ways to find the path that will allow our future to be as bright as we hope it to be.

We would like to thank everyone who contributed to Engaging the World: York University's Internationalization and Global Engagement Strategy.

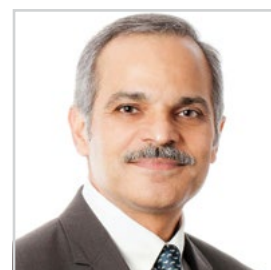
We invite all community members to partner with us as we create new connections and increase impact in our communities, and around the world.



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## Consultation

York is deeply committed to integrating our diverse community's thoughts and voices, to share best practices and leverage vital opportunities to achieve a collective vision.

The President's Council on Internationalization and Global Engagement membership represents each of York's faculties, its Central Administrative Units, including Research, Students, Advancement, the York University English Language Institute, and York International — as well as undergraduate, graduate, and international students.

The council was tasked with the development of a strategic internationalization and global engagement plan, which involved two key phases.

The first phase was the creation of an issue paper summarizing York's strengths, challenges, risks, and opportunities regarding internationalization. The document, "Globally Minded and Globally Engaged: Towards an integrated strategy and framework for internationalization and global engagement," served as a springboard for the second phase: a university-wide consultation process.

From September 2019 through March 2020, we solicited insights from the York community through a wide variety of consultations including with Faculty councils, students, staff, alumni, local and global partners and administrative and governance committees of York. Participants were asked to reflect on the University's current internationalization and global engagement activities, consider methods for expansion, and the further inclusion of student, faculty, staff, partners, and alumni contributions.

We hope that all members of the community see their role in the implementation of this strategy. While this strategy serves as an institutional roadmap, faculties, and departments are encouraged to develop their own goals, action plans, and metrics based on the values listed below.

Continued collaborations, as well as strong support of future initiatives will be key — through financial resources, consistent processes and procedures, and transparent communication.



# Context of the Covid-19 Pandemic

In March 2020, the work on this Strategy was paused due to the pandemic.

With travel restricted, efforts were put into pandemic-related global engagement initiatives and supports, drawing inspiration from the recommendations put forth during the consultation phase. This included academic activities that support our community in gaining global competencies while at home such as Globally Networked Learning courses and Intercultural communication modules were launched.

In addition, significant work on York's global ranking was undertaken.

Focus on our international recruitment strategy, an enhanced international scholarship and financial aid plan, responding to international student support needs, including a university sponsored quarantine program — were also implemented.

York also contributed to important research related to COVID-19 throughout the pandemic in support of the global community.







## Current Context

Guided by our commitment to social justice, community engagement, and sustainability, York University is recognized as a leader in knowledge mobilization and transfer, community partnership and outreach, and social and pedagogical innovation.

This comes from our proactive engagement, partnerships with local communities, and cross-disciplinary approach to translating research outcomes into social and economic benefits — commitments that continue to shape our teaching, learning, and multidisciplinary research collaborations in Canada and beyond.

York's University Academic Plan 2020–2025: Building a Better Future identifies 'Advancing Global Engagement' as one of our six priorities for action, recognizing that now more than ever, universities have a responsibility to contribute to positive change through global cooperation and borderless education.

Engaging the World initiates the next phase of global engagement at York by prioritizing deeper relationships with select partners. We will engage in more ambitious forms of collaboration to raise visibility; create research and teaching programs that stand out as models of international cooperation and impact; draw talent from a diverse set of countries and regions, and increase access to international funding opportunities — all guided by our core values of:

- Excellence
- Progressive inquiry and solutions
- Diversity, inclusivity and decolonization
- Social justice and equity, and
- Environmental, social, and fiscal sustainability





Our actions must be bold to transform the systems perpetuating today's greatest challenges.

To impact change, we must consider the crises facing the world in the 21st Century:

- Social and economic inequalities as well as untenable economic systems have been made worse by the current pandemic.
- Armed conflicts impact not just the warzone but have far-reaching humanitarian and economic ramifications.
- Ecological breakdown accelerated by unsustainable energy consumption and production practices.

To address these threats to our collective future, the United Nations have adopted the 17 Sustainable Development Goals (UNSDG'S). York is deeply committed to this framework.

## **Innovative, courageous, and swift action is needed to meet these Challenges**

Although it may seem daunting, Engaging the World is meant to push our aspirations to create lasting positive change.

To do so, we must continuously seek better ways of doing and being. At times, we will all need the humility to admit when our actions, opinions, and beliefs need to change.

Although we have an ethical obligation to promote equity, decolonization and sustainability, it is also vital for York to adapt to changing social dynamics, teaching innovations, and political realities in higher education.

Global learning, collaboration, inclusivity, and mobility are powerful approaches to increase our impact and mobilize the full potential of York University's teaching and learning, scholarship and research, and local and global community service.



## Internationalization and Global Engagement at York

York University is privileged to be in Toronto, Canada's largest city and one of the most diverse metropolitan areas in the world. Keele campus is close both to the city core and at the doorstep of York Region, and uniquely positions us to serve communities spanning millions of people. A wealth of opportunities is available for our students, faculty, and staff to engage with a myriad of cultures and to see global engagement in action, without needing to go abroad. York is also home to over 10,000 international students who have chosen to pursue their undergraduate and graduate studies and make up nearly 20% of our student body.

The Glendon campus is another part of York's unique ability to engage globally. Glendon has a distinct culture of its own that can support those from, or wishing to engage with, francophone communities from around the world. Construction is also underway on the new Markham campus in York Region, which will welcome its first students in the Fall of 2024.

York's international impact includes the Schulich School of Business' presence in Hyderabad, India and the EcoCampus in Las Nubes, Costa Rica. York is also a member of several networks and consortiums spanning the globe.

Today, York community members are collaborating with partners around the world to help address the grand challenges facing society, and work in support of research, teaching and learning, and service.



York's global engagement expands beyond its campuses to include collaborative initiatives across many continents. International projects can be found in:

- Kenya and Somalia through the Faculty of Education's Borderless Higher Education for Refugees (BHER) project
- Ghana through the Faculty of Health's Canada-Ghana Global Health Research Partnership,
- Ethiopia through the Bergeron Entrepreneurs in Science & Technology program at Lassonde School of Engineering
- Germany through the interdisciplinary Centre for Vision Research
- France through the Glendon dual-degree partnership.

In addition to these region-specific projects, York faculties and programs have many projects supporting global engagement. The Faculty of Environmental and Urban Change and the Faculty of Science have long been contributors to the United Nations Framework 10 Convention on Climate Change. Osgoode Hall Law School Community and Legal Aid Services Program offers a diverse range of legal services to low-income communities in the GTA which includes many new immigrant families in Canada.

The Faculty of Liberal Arts and Professional Studies engages in the study of global work, employment, and labour through its Global Labour Research Centre.

York's students engage with the world through local and global experiential learning programs, exchanges, internships, co-op, and summer study abroad opportunities. These initiatives create access, build joint capacity, and engage community partners in the exchange of research, education, and ideas.

Alongside these notable projects and programs, York maintains lasting partnerships with over 300 institutions in more than 60 countries.

Our faculty members and scholars are globally connected through high impact formal and informal academic activities, including departments and interdisciplinary research centres specializing in diverse regions, diaspora communities, and languages, raising York's international profile and influence.



# Values

York's core values bring together diverse perspectives and experiences to accelerate the process of discovery and global impact.

Internationalization and global engagement initiatives must embody the values of York and the University Academic Plan, including inclusivity and sustainability. For York to be a global actor, we must also adopt the values of integrity, reciprocity, and reflexivity to ensure international initiatives and relationships are equitable and mutually beneficial.

In more detail:

- **Integrity** – promotes evidence-based, ethical decision-making
- **Reciprocity** – nurtures a culture of mutual respect, learning, and educational and societal benefits
- **Reflexivity** – evaluates impact and examines methods to address global forces that drive instability and polarization
- **Inclusivity** – identifies and meet the needs of students with a range of economic, social, program, and geographic barriers
- **Sustainability** – enhances environmentally and socially responsible talent attraction, partnerships, and operational practices







## Priorities

Four strategic priorities will guide the work of York's faculties and departments, and provide the flexibility needed to set goals according to individual contexts and objectives.



**EXPAND**  
inclusive global  
and intercultural  
learning



**ENHANCE**  
the experience of  
international  
students



**ENGAGE**  
in global research  
and innovation



**ELEVATE**  
global stewardship,  
partnerships  
profile, and impact



## Expand Inclusive Global and Intercultural Learning

The world is confronted by grand and systemic challenges.

We must provide opportunities for students to engage with one another and with peers around the world to exchange ideas and knowledge, incorporate new perspectives, and cocreate sustainable and inclusive solutions. Faculty and instructors play a crucial role in preparing our students' global outlook and must be engaged and supported.

This means we must:

- Expand and diversify outbound global learning programs
- Develop pathways that tailor to academic programs
- Address real and perceived barriers
- Highlight the value of global learning programs and immersive international experiences abroad
- Create incentives, support, and infrastructure for interested faculty members



Not all of our students will be able to travel abroad. Our principles of inclusion and sustainability mean that we will prioritize, invest, and accelerate initiatives at home including internationalization of the curriculum and co-curriculum. York is ready to respond to 13 emerging challenges including the pandemic and the enduring reality of geo-political travel restrictions.

York University is home to more than 56,000 students, including over 10,000 international students from 178 countries, speaking over 68 languages. York's faculty members are equally diverse, having completed their studies at over 300 institutions outside of Canada in 74 countries.

Our GTA campuses sit on the traditional territories of many Indigenous Nations including the Anishnabek Nation, the Haudenosaunee Confederacy, the Huron-Wendat, the Métis, and the current treaty-holders, the Mississaugas of the Credit First Nation. This incredible diversity and history are one of York's greatest assets and has contributed to the academic, social, and cultural identity of York.

While York's students and faculty bring great diversity and rich experience to classrooms and campuses, we need to construct more opportunities and spaces to recognize, explore, and engage with this diversity of thought, perspectives, and experiences — formally and informally — to bring global engagement to our front door.

We must also cultivate reciprocal relationships with another great asset — our local communities. We will engage and enhance collaboration with local communities, organizations, businesses, and other stakeholders that represent Indigenous and diaspora communities.

We will build on current programming to ensure that international, inter- and cross-cultural curricular, co-curricular, and professional development opportunities are intentionally embedded in academic programming and operations.





## Expand Inclusive Global and Intercultural Learning



### Promote internationalization of curricula and pedagogy

- Embed intercultural, cross-cultural, and international perspectives into academic program matrices and program or course learning outcomes, where applicable.
- Create more pathways for exchanges with leading global partner institutions.



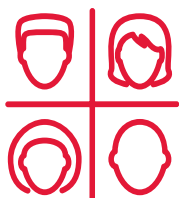
### Embed global fluency within the student experience

- Equip students to respond to a globalized world by curating and facilitating co- and extra- curricular activities and experiences that incorporate perspectives and issues of global relevance.



### Lower barriers to international experiences, create diverse options, and emphasize positive value.

- Reimagine York mobility programs towards more sustainable, accessible, and collaborative models that are integrated within academic programs.
- Increase financial resources and show the value of international global learning experiences.
- Develop internationalization-at-home programs and projects for students unable to travel.



### Leverage the diverse communities of York, Ontario, and Canada

- Harness and celebrate York community members' international experiences and backgrounds to start meaningful interactions among diverse groups.





## Enhance the Experience of International Students

York's international students have been steadily increasing since 2012. Today, they number approximately 18% of our students and we have an ambitious goal of achieving an international undergraduate enrolment target of 20–25%, by 2025.

York University, like many other post-secondary institutions in Canada and abroad, relies heavily on a limited number of source countries. Furthermore, international students are heavily concentrated in only a few areas of study: more than 45% of international students are enrolled in a single faculty.

To bring an even wider range of perspectives, experiences, and cultures, we must diversify and expand recruitment efforts, particularly in select countries and regions in Southeast Asia, Africa, Latin America, the Middle East, and the USA.





This will require a strategic investment of resources to raise the reputation and profile of York by improving:

- Digital and other marketing efforts including York's web and social media presence on regional platforms
- In-country relationships with key influencers such as parents, guidance counsellors, diaspora communities, and alumni
- Pathways to enhance recruitment

Programs and tuition fees will need to be reviewed on a routine basis to ensure quality, affordability, and competitiveness on a global scale. York must also leverage our community of faculty, staff, international students, and alumni to help attract talent from around the world. Finally, York will need to expand the number of international student scholarships and bursaries to reach increasingly diverse international students.

Attracting students is just one step of our strategy. As the planned growth of the international student body continues, we must invest in additional resources and support services to ensure the academic and professional success of these students, as well as their mental, emotional, and physical well-being.

As part of York's commitment to ethical, inclusive, and sustainable internationalization, the University must provide its diverse body of international students with a world-class experience in classroom learning, work-integrated learning, co-curricular, and extracurricular experiences.

We must ensure international student service delivery is coordinated between York International, Division of Students, and the faculties to ensure seamless delivery of services, identify gaps, and limit the duplication of efforts.

A key mechanism to enhancing the international student experience is establishing university-wide steering and working groups focused on strategic planning as well as service delivery from pre-recruitment to post-graduation.





## The International Student Experience

### **Develop a robust recruitment strategy to increase and diversify the international student body**



- Prioritize regional and program diversification.
- Increase scholarships and bursaries.
- Develop a communications strategy for recruitment including program relevance to academic and professional success (regional alumni / current international students), social media content curation and engagement.



### **Create a supportive, inclusive environment of mutual learning between international and local students**

- Provide rigorous academic, language, and mental health programming to enable students to succeed in their academic and professional endeavours.
- Increase social and cultural programming to foster dialogue between domestic and international students.



### **Support student connections with York from pre-recruitment to post-graduation**

- Extend support services to international students' transition into career and/or postgraduate studies in Canada and abroad.



## Engage in Global Research and Innovation

York is a leader in trailblazing inter-disciplinary projects addressing the complex challenges facing humanity including climate change, sustainable finance, biodiversity, environmental urban planning, refugee studies, homelessness, emergency and disaster management, global health, democracy in the digital age, food security, disease modelling and vision science.

UNSDG's reinforce the interdependency of local actions for humanity's benefit. Taking the "Research is Global" mantra to heart, we will support a bottom-up approach by facilitating the development and strengthening of internationally networked clusters of research excellence.

Our strategy will tackle internationalization from research to knowledge mobilization. This requires a targeted and coordinated institutional approach to advancing research, research engaged education, and research expertise situated within the UNSDG's.

We will design various types of funding programs including seed funds for partnership exploration and development.

These programs will be:

- Versatile and adaptable based on disciplinary need and collaboration types
- Ensure proactive engagement with the global south
- Attract top graduate researchers and post-doctoral fellows
- Support emerging research leaders, empower success in securing external funding, and enable non-traditional impact
- Improve policies and procedures including graduate researcher and post-doctoral recruitment, funding, and training





## Engage in Global Research and Innovation

### Strengthen and scale the development of networked research clusters



- Support work in areas where York has well established or emerging strengths. These supports will also be directed at specific partners and regions, prioritize specific outcomes or modes of collaborations, and strengthen researcher-driven engagement including through Organized Research Units (ORUs) and cluster research programs.

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### Attract and retain emerging talent: graduate students, postdoctoral fellows and faculty research leaders from around the world



- Re-examine policies on international training opportunities and tuition for graduate students and PDFs to support student learning experience and to grow the number of international graduate students.
- Develop scholarships and bursaries to attract top talent; launch seed funding programs to jointly recruit and train students and PDFs with international counterparts; and help our emerging faculty leaders build global networks.

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### Results and impact driven research



- Strengthen engagement with the global south, co-create impactful ideas and technologies, co-develop global capacity to respond to UNSDGs, strengthen collaboration with industry and civil society, enhance our entrepreneurship ecosystem, generate more external funding to grow our impact, attract top talent from around the world, and enhance the reach and visibility of our research including through Innovation York.



## Elevate Global Stewardship, Partnerships, Profile, and Impact

York is committed to multilateral and mutually beneficial partnerships with other institutions, community partners, industry, and governments.

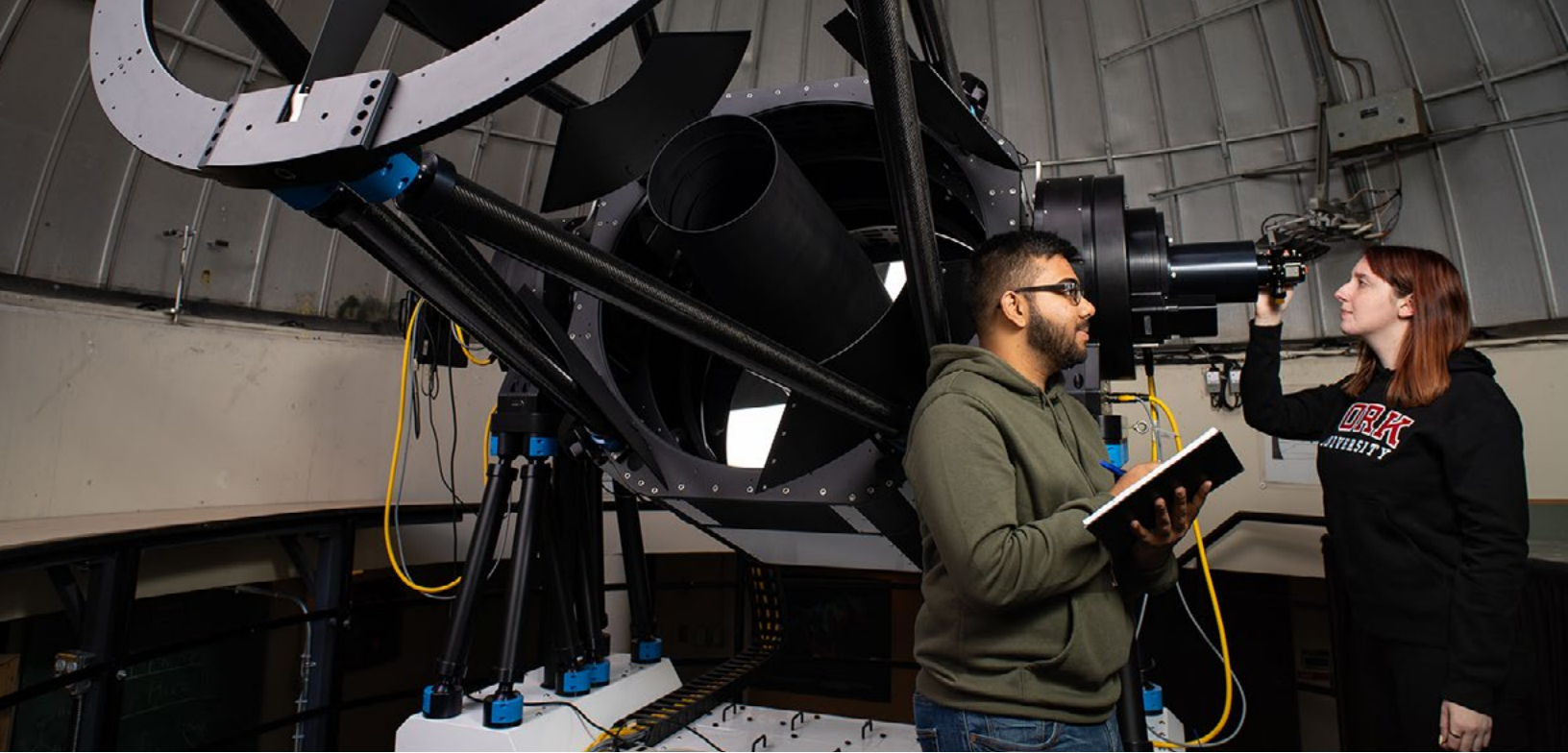
UNSDG's provide an excellent framework for partnerships and globally minded stewardship. York has already demonstrated its leadership through our response to global migration — whether through scholarship on multiculturalism, socially responsible procurement that benefits disenfranchised communities often comprised of new immigrant populations, continuing education programming for foreign professionals, or free distance learning degrees for refugee students.

We are working with many levels of government in Canada and other nations, as well as intergovernmental organizations, civil society, industry, overseas universities, and diaspora communities to address global migration.

This success is possible because of York's robust alignment of values, contributions by members of the York community, scholarship, and leadership.

Internal leadership drives governance, program, and operational strategies. External leadership facilitates engagement with and learning from communities beyond to inform these strategies, which in turn make it easier to cultivate impactful and enduring partnerships. Such engagements inform the priorities and values of York's University Academic Plan, Strategic Research Plan, Sustainability Strategy, Anti-Black Racism Framework, Indigenous Framework and Faculty Strategic Plans.





Our strategy aims to strengthen this alignment between internal and external leadership by embodying these values and priorities. To further reinforce and build on York's global partnerships, countries/regions for growth and deeper engagement by our faculties and divisions, are identified. This strategic focus does not limit individuals to pursue collaboration with partners of their choosing but provides a focus for institutional and panuniversity efforts where there is opportunity for engagement and alignment with values and priorities.

York will ensure our global reputation better reflects our contributions. Alumni, prospective students, employers, donors, foundations, university partners, media, and governments pay close attention to major international rankings on research, education, operations, and external engagement.

Consequently, York's performance in major global rankings shapes our ability to fulfill our institutional mission.

York University's goal is to place in the top 300 universities in the Times Higher Education and QS rankings by 2025. We will also work to retain our positioning among the top 50 global universities in the Times Higher Education Impact Ranking through 2025.

With cutting-edge research, incredible stories of student success and the many contributions of our faculty, instructors, students, staff, and alumni, we must highlight and showcase York's significant contributions and collective impact. Through the sharing of our stories via global partners, news and social media networks, York will continue to influence and empower individuals and institutions to better respond to challenges.

Every day, over 300,000 York alumni make a positive impact in their chosen fields — across all sectors and around the world. York University alumni are important ambassadors, agents of local and global change, and mentors for current and aspiring students.

Through enhanced engagement with local and international alumni, York University has the potential to develop a robust network of professionals who can support current and future students, programs, and initiatives.



## Elevate Global Stewardship, Partnerships, Profile, and Impact

### Develop a multi-dimensional approach to selecting and developing strategic partnerships



- Guide partnerships based on principles of mutuality, compatibility, and convergence of values.
- Establish advisory groups to share and champion York partnerships.
- Create seed funds for international partnerships development.

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### Enhance resiliency and respond effectively to global macro forces and prioritize action on global climate change



- Strengthen efforts towards a climate positive university by or before 2050, embed climate-friendly practices into internationalization, develop supports for scholars forcibly displaced, and explore establishing a President's Council of International Leaders to respond to these emerging challenges and opportunities.

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### Develop a robust communication and engagement strategy



- Promote internationalization and global engagement efforts to enhance York's profile.
- Establish awards recognizing students, faculty, staff and partner contributions to York's Internationalization and Global Engagement priorities.

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### Improve York's position in benchmarking initiatives to better reflect and enhance our impact



- Improve performance in the mainstream university league tables (THE, QS), and explore participation in Canada's Best Diversity Employers and the Sustainability Tracking, Assessment & Rating System (STARS)

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### Foster enduring connections to York's network of alumni



- Develop strategies for alumni engagement in priority regions where there is a critical mass of established alumni, including the development of regional alumni networks, and a global alumni advisory council.
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## The Future

Engaging the World is a guiding framework to recognize community achievements, refocus future efforts, and strategize partnership development.

The strategy complements and supports the University Academic Plan, the Strategic Research Plan, Sustainability Strategy, and other key university strategies. It will guide the development of operational plans that will be incorporated in divisional and faculty Integrated Resource Plans, including actions with an appreciation for engaging academic units, staff, and faculty members.

York must also provide the infrastructure for coordination and collaboration within the University including:

- Venues and tables for information sharing
- Opportunities for pan university partnership development
- Risk mitigation and acceleration of initiatives to enhance student experience, discovery, capacity building, knowledge sharing, and service

Roles, processes, and communication channels should be clearly defined to increase coordination between the various university stakeholders involved in internationalization and globalization activities.



Faculties and related offices share annual progress as part of their Integrated Resource Plans. An annual assessment of the University's progress towards achieving its goals will be created. The President's University Council on Internationalization and Global Engagement, York International, and country/regional-level faculty advisors will support the institutional strategy and implementation.

Several university-wide working groups will be established. A first step will be to confirm priority countries and or regions for engagement across faculties, departments, and central divisions including recruitment, research, alumni relations, communications, public affairs, and York International.

Creation of the Global Alumni Advisory Council and alumni chapters provides an opportunity for the University to draw on the expertise of members of the York community to mobilize resources supporting the institutional mission, help elevate York's brand and profile and encourage student success.

The proposed President's Council of International Leaders will complement guidance from the internal tables and advisory groups, help us navigate towards our goals, provide counsel on the opportunities and challenges we should anticipate, potential strategies to navigate them, and help us to expand our global networks.

With the cooperation of York's diverse community and partners, Engaging the World will be an essential part of the University's mission in years to come. As York's vision and impact continues to grow and evolve, so will the University's internationalization and global engagement efforts.



# Appendix:

## Consultations Acknowledgements

### President's Council on Internationalization and Global Engagement:

- Lisa Philipps, Chair (Provost and Vice President Academic)
- Lily M. Cho (Associate Dean, Global & Community Engagement, LA&PS)
- Pablo Idahosa (Professor of African Studies & College Head, LA&PS)
- Les Jacobs (York Research Chair in Human Rights and Access to Justice, Director of Institute for Social Research)
- Shahirose Premji (Director of School of Nursing, Faculty of Health)
- Lorna Wright (Associate Professor of International Business & Organizational Studies, Executive Director of Centre for Global Enterprise, Schulich School of Business)
- Roger Keil (Professor of Global Suburbanisms, Faculty of Environmental Studies)
- Roopa Desai Trilokekar (Associate Professor, International Education, Faculty of Education)
- Colin M. Coates (Professor of Canadian Studies, Glendon)
- Craig M. Scott (Professor of Public & Private International Law, Osgoode Hall Law School)
- Mary Helen Armour (Department of Science & Technology Studies, Faculty of Science)
- John Gales (Assistant Professor, Department of Civil Engineering, Lassonde School of Engineering)
- Ian Garrett (Theatre, School of Arts, Media, Performance and Design)
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- Julie Lafford (Executive Director, Alumni Relations)
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- Lucy Fromowitz (Vice Provost, Students) - Vinitha Gengatharan (Executive Director, York International)
- Isaac Garcia Sitton (Director, International Education, School of Continuing Studies)
- Rawan Habib (President, York Federation of Students) -Jake Okechukwu (International Graduate Student)
- Yolanda Weima (YUGSA)
- Zachary Gouveia (UG student LA&PS – Exchange student in Japan)
- Jason Ma (UG International (China) Student LA&PS)
- Prince Barpaga (UG International (India) Student Lassonde)

### Consultations

School of the Arts, Media, Performance & Design  
 Faculty of Education  
 Faculty of Environmental & Urban Change  
 Glendon Campus  
 Faculty of Graduate Studies  
 Faculty of Health  
 Lassonde School of Engineering  
 Faculty of Liberal Arts & Professional Studies  
 Osgoode Hall Law School  
 Schulich School of Business  
 Faculty of Science  
 School of Continuing Studies  
 Office of Vice President Research and Innovation  
 York Federation of Students  
 York University Graduate Students Association  
 President Vice-Presidents (PVP)  
 Deans Forum  
 Communications & Public Affairs  
 Advancement  
 Office of Vice Provost Students  
 External Relations Committee (Board of Governors)  
 Survey participants (faculty, instructors, students, staff, alumni & partners)  
 Student consultation attendees  
 Student Representative Roundtable  
 Open consultation attendees  
 APPRC

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