

**REPORT TO THE SAINT JOHN SENATE  
INTERNATIONAL ACTIVITIES: 2004/2005  
OFFICE OF THE ASSOCIATE VICE-PRESIDENT  
MARCH 17<sup>TH</sup>, 2005**

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## Overview

Last year while we reported on certain positive developments in our international initiatives, we also drew attention to several growing trends having potential implications for our international operation. While we are trying to consolidate our international activities we need to be aware that we are operating in a dynamic environment with strong currents and under-currents.

Currently, while we have been able to maintain our share of the international students we face an unprecedented competition. There is a clear trend in several countries including Australia, U.K., New Zealand, and to a lesser extent USA, towards a pro-active approach to international student recruitment. The central or federal governments have taken the lead in these countries and the key elements of their policies include: (a) a high profile for international education and a clear champion within senior governments; (b) a clearly formulated student recruitment policy supported by the national governments in the form of fast-tracking visa applications, award of scholarships from the country's foreign assistance budget to recruit the brightest students, and clearly identifying good quality institutions through accreditation or other forms of national guarantee.

We also face competition from other Canadian universities that are using aggressive marketing tools such as a high commission or a fast-track visa approval process negotiated between the provincial governments and the Federal government at Ottawa. Another serious challenge that we are facing on this front is the sudden appreciation in the value of the dollar. A rise in the base tuition fee, an additional increment in international student differential, together with the appreciation of the Canadian dollar, UNB education is costing 50% more this year compared with the last year. The fact that despite all these obstacles we have been able to attract as many international students as in the year before is a significant achievement for us but going forward we need be realistic with our expectations.

In the past 12 months, UNB Saint John has placed focus on continuing and expanding its projects and programs, as well as assessing its strategic international direction. 2004/2005 saw a continuation of some existing efforts such as the Beijing Concord College project, and an expansion of existing programs like Study Abroad. Further, the International student recruitment efforts focused on balancing the diversity of the student population. The department of Partnerships and Innovation assisted to secure some government funds to both sustain current activities as well as move into new strategic ventures.

A tactical realignment of internationalization efforts is imperative to be able to maintain the strong first-mover advantage, and ensure sustainability. Not only the market for international students is becoming increasingly competitive, but the marketplace for international joint ventures is also moving in the same direction. With this increased competition, upholding the quality and equity of the UNB brand in global markets is becoming more crucial. With this in mind, the bi-campus Task Force on Internationalization was convened during 2003/2004, the report of which was submitted to the two Vice Presidents in charge of the two campuses.

The following report will outline major highlights of the campus' international activities during the 2004/2005 year, present summary reports of the various departments integrally linked to

internationalization of UNB Saint John, and present their respective goals and objectives for the coming year. A report on Saint John College has been submitted to the Senate separately as the college is required to provide a comprehensive annual report to the Senate. Another report has been submitted separately which addresses the issue of performance of our international students.

### **Major Highlights**

- The Task Force on Internationalization submitted the Report on Internationalization to Dr. Kathryn Hamer, Vice-President, UNB Saint John and Dr. Angelo Belcastro, Vice-President Academic on November 3, 2004. This report provides a framework for how UNB as an institution can leverage its investment and knowledge acquired to remain competitive on the global stage.
- Staffing changes:
  - Jana Comeau, Director of Partnerships & Innovation is on maternity leave until Fall 2005. Florin Vladica currently Acting Director on part-time basis
  - Erin Lee hired as Project Coordinator of Beijing Concord College (based in Beijing)
  - Jill Rogers hired as Project Coordinator of Beijing Concord College (based in Saint John)
  - Ted Robak appointed Director of International Relations, UNB Fredericton
  - Jane Fritz, appointed Associate Vice-President Academic, UNB Fredericton
  - Gerry Doiron appointed Manager of International Recruiting Centre
  - Lee Jolliffe appointed Director of International Office
  - Silke Klenk, former International Projects Coordinator, accepted a position at UNB Fredericton as International Relations Coordinator
  - Luisa Montoya, Student Abroad Coordinator, has recently left her position to pursue her Masters on a full-time basis
  - Matt Milovick appointed Director of Saint John College

### **Departmental Overviews**

This section of the report will present activity summaries of the various units responsible for advancing and managing the campus' international activities. Each summary will include the goals and priorities for the respective departments for 2005/2006.

#### **Partnerships and Innovation**

The Partnership and Innovation (P&I) Office was established in May 2002 to explore partnership opportunities for faculties on both campuses, as well as working on some larger institutional opportunities. During the past year the Office has strived to advance existing partnerships and to actively pursue new potential partners in larger markets such as China, India, and the Middle East. At present, several key projects that align the institutional goals of UNB are being explored.

In May 2004, UNB was successful in obtaining funding (\$200,000 over two year period) from the Maritime Provinces Higher Education Commission (MPHEC) to support and expand Student

Abroad initiatives. On February 15, 2005 an interim report was submitted to the MPHEC for an annual review of activities during the first of two years of funding.

In 2004 the P&I Office was also successful in securing funds from the Department of Foreign Affairs and International Trade's Public Diplomacy Fund. This \$50,000.00 grant is to establish the New Brunswick International Inc. (NBII), a joint venture between UNB, the Province of New Brunswick and the Université de Moncton that is aimed at leveraging collective resources to tackle larger international projects. A report has been produced and a Proposal for the second round of funding is in the final stage to be submitted to DFAIT.

A March 2004 visit from executives of the Birla Institute of Technology (BIT), an Indian University with 6 campuses in India and extension centres in Oman and Bahrain, helped to solidify a strong multi-faceted partnership between our two institutions. In its initial stages, the relationship will involve a transfer credit program in Computer Science, with an expectation for a similar program in Business Administration. Aside from transfer credit programs, BIT is expected to become a strong partner in international development and research projects, under the guises of which a number of mutually beneficial initiatives are being considered.

An increasing focus for the Office has been to assist in the proposal development and marketing process for Saint John College. Efforts have been made to assist Saint John College in growing both its ESL and professional development lines of activities. P&I Office met in January 2005 with representatives of the National Association of Teachers Education in China (NATEC), which is responsible for training, certifying, and licensing teachers in China. The Chinese delegation expressed interest in developing a new immersion program in partnership with various New Brunswick post secondary institutions wherein Chinese educators can explore North American approaches to education. A Consortium has since been established between NBCC and both UNB campuses to develop and deliver three unique University of New Brunswick accredited Education Certification programs for delivery onsite in Canada: Educational Administrators Leadership Development Certificate, Chinese ESL Teacher Instructional Strategies Certificate, English Second Language Development Certificate. The P&I Team was involved in these initial stages and is assisting Saint John College in following-up on the Proposal that was recently sent to the N.A.T.E.C for review.

The most important project at P&I Office is still the Beijing Concord College campus; this is discussed separately. Other projects are in development stages: initial meetings and discussions with a new partner in Norway, overseas programs in the Middle East, or credit transfer arrangements in the Caribbean.

On the staffing side, Jana Comeau, the Director of the Partnerships & Innovation Office will be on maternity until Fall 2005. Florin Vladica is currently, on part time basis, Acting Director. Jill Rogers was hired in January 2005 to be the Saint John Coordinator of Beijing Concord College. Together with Mary Stack, assistant at the International Office, Jill is assuming increased responsibilities in management of the ongoing partnerships in the P&I Office.

## Goals for 2005/2006

- Establish a structured approach for project management, as well as the split of responsibilities within the P&I team for current projects.
- Identify key Faculty & Staff from various departments and faculties at UNB, agree and involve them in business development activities with the full support of the P&I Office.
- Define with UNB management, Deans and key faculty and staff the products and/or services that can be offered to outside University partners.
- Leverage our knowledge of the Chinese higher education market to build a sustainable project that will benefit both UNB and Saint John College.
- Expand the relationship with BIT to encompass a new innovative program idea. This could involve a tri-partite relationship with the New Brunswick Community College.
- Work with the Province of New Brunswick and Université de Moncton to solidify second round funding for NBII.
- Identify and respond to other public sector calls for proposal aimed at expanding international activities in Canadian Universities.
- Continue to identify new market opportunities for Saint John College.

## Beijing Concord College Project

Our University and Beijing Concord College of Sino Canada (BCCSC) continued, in 2004, to offer to international students the opportunity to get a Western/Canadian degree by studying the first two years in the comfort of their own culture. For UNB, the BCCSC Project continued to be a source of international students and additional revenue, especially for the campus in Saint John.

The Beijing Concord College (BCC) Project began in September 1999 with 32 first year Bachelor of Business Administration (BBA) students. In 2000, this grew to over 100 students entering the first year of the BBA and Bachelor of Science in Computer Science (BScCS) programs and the 2<sup>nd</sup> year BBA program. Since 2001 the BScCS program has not accepted new students. In comparison to last year's enrolment of 103 students in 1<sup>st</sup> year and 2<sup>nd</sup> year, the 2004-2005 BBA program currently has 27 students in 1<sup>st</sup> year and 41 students in 2<sup>nd</sup> year.

The program still uses, as of 2001, a module system that rotates every six to seven weeks. This year, the academic classes will finish on July 15, with the examination period ending on July 22.

The past year saw staffing changes to the project. In 2004 we had only one person based in Beijing. Since the beginning of this year, 2005, we employ the following two staff, each on term contracts:

- Erin Lee, Project Coordinator (based in Beijing)
- Jill Rogers, Project Coordinator (based in Saint John)

A number of market forces continue to hinder the recruitment efforts of the program. At present, the greatest challenge to the BCC Project is the increasing availability of lower priced Western style education in Beijing. With the first year enrolment at an all time low, measures are being taken to reassess the project, and identify new delivery models. At the present moment, March 2005, the BCCSC Project team is evaluating the current post secondary international education

markets in China. A proposal has been submitted and is under review by UNB Management. It includes solutions at both academic and business levels; admission requirements, ESL program, school year structure, tuition levels, and more. The facts and recommendations that are produced in this Proposal will better equip UNB to capitalize on present strengths and address weaknesses of the Beijing Concord College Project. The ultimate aim is to ensure the overall long-term viability and financial stability of the UNB program at our Beijing campus.

### **Goals for 2005/2006**

- Submit a Proposal and Action Plan for a revised operating model of BCCSC
- Increase the quality of the students entering into the BBA Program at BCCSC, focusing in 2005 on recruitment, and similar ESL programs and academic year structure to the ones at UNB in Canada;
- Offer financial stability and acceptable returns to UNB through a mix of effective recruitment activities and competitive tuition in China;
- Create a comprehensive orientation package for new and returning BCC instructors.

### **UNB International Recruitment Centre**

The International Recruitment Centre (IRC) was created in 1998 in order to centralize international student recruitment activities for both the Fredericton and Saint John campuses. The department is equally funded by both campuses and falls under the administrative umbrella of the Associate VP on the Saint John campus.

The department is responsible for recruitment activities relating to attracting international students to the university in order for them to study and experience the Canadian educational system and culture. The IRC is the first point of contact for all international student inquiries and receives and processes all applications related to international student interest. The department also works very closely with community stakeholders who have an interest in internationalization as well as other UNB departments including the International Liaison offices, Partnerships and Innovation, SRIM, Registrar's offices, Advancement office as well as Saint John College.

The department consists of five (5) full time staff members and one (1) contracted employee who manages the UNB Dubai recruitment office:

1. Gerry Doiron, Manager
2. Walter Lee, Coordinator
3. Jackie Allen, Administrative Assistant
4. Susan Fitzgerald, Data-entry
5. Monica Moreya-Heans, Data-entry
6. Mariam Shaikh, Dubai Recruitment Office

The IRC's mandate in 2005/06 will be to continue to work towards diversifying our student population. This will be accomplished by opening up new student recruitment markets while continuing to nurture existing markets. The department will continue to research and examine markets in the Middle East, South America, parts of Asia not currently explored as well as any

other emerging markets. In addition, the IRC will also work closely with university faculty departments in order to develop a strategy that will attract international student interest to their faculties that historically do not have many international students. A comprehensive recruitment strategy is in the process of development that will outline our initiatives over the next 2-3 years.

### **2004 Milestones**

- Gerry Doiron has been hired on January 3/2005 to replace Rob Parker as the Manager of the International Recruitment Centre.
- In 2004, the IRC has started working with the Alumni office to develop strong international alumni chapters that will assist us in creating a permanent worldwide presence for UNB. While attending recruitment fairs the IRC has also hosted alumni gathering receptions in order to engage our alumni in some of our recruitment efforts.
- The department has focused some of its recruitment efforts on the Indian subcontinent in 2004. The department has laid the foundation for expanding this market and as a result we have seen increase enrollment from Bangladeshi students.
- The department has also worked closely with an Educational Consultant who recruits in Iran to further open up that market for UNB.
- The department has improved our prospective student information/ communication system. In 2005, the department will work with the respective Registrar's offices to further enhance our automated communication system so that we can continue to stay in contact with our prospective students until they arrive on campus to study.
- The department has developed and fostered relationships with internal departments in order for all of the university stakeholders to participate in our international student recruitment efforts.
- The department has relocated its offices from Annex N to Annex A. The department now has an open larger office space that better suits our needs. In February the department hosted a very successful open house to introduce our staff to the wider UNB audience. This event was attended by faculty and staff members from both campuses.

### **Goals for 2005/2006**

- The IRC will create a comprehensive recruitment strategy that will enable us to diversify our student population both by country and by faculty.
- The department will also work with marketing experts on campus to develop a cohesive marketing approach that will be consistent with university guidelines. In addition, we will be reviewing our promotional materials and we will solicit input from university stakeholders.
- The IRC will work in becoming more involved in community internationalization efforts. The Manager sits on a Saint John committee to promote internationalization within Saint John and the department is eager to further strengthen our involvement in provincial activities relating to international efforts.
- The department is eager to assist Graduate studies from both campuses in marketing and promoting their programs around the globe. In addition, the department will be approaching Graduate Studies about assisting them in international application processing.
- Overhaul IRC website to further provide pertinent information for prospective students as well as publishing a guidebook for Educational Consultants.

- The department will continue to foster relationships with internal stakeholders including the Alumni office, Partnerships and Innovation, Advancement and SHRM as well as Saint John College.
- IRC will continue to work with Partnerships on agreements with college-preparatory companies (for international students) that will enable us to directly solicit students while they are currently finishing their high school education, ESL training or college preparatory programs. It is hoped that we can pitch the benefits of attending UNB to these students and secure their attendance before they explore other educational opportunities with minimal upfront costs to the university.
- In 2005/2006 the department will be heavily researching past recruitment efforts as part of our overall recruitment strategy and will be implementing measurements so that we can more accurately track our successes.
- The formation of campus specific international steering committees will be explored in order to further engage stakeholders from each campus.
- Continue to identify and promote new market opportunities for Saint John College
- Coordination of international recruitment activities with international student associations and cultural groups on campus. The department hopes to utilize our current international student population experiences as part of our marketing strategy. The department will investigate the possibility of producing a marketing DVD with student testimonials that is country specific so that we display at alumni events and/or recruitment fairs.
- Review of departmental expenses in 2003/4 and investigate ways of reducing costs of doing business especially in the postage and promotional materials categories.

### **International Office**

The International Office provides leadership, services and advocacy for campus and community activities that promote and support internationalization of the University of New Brunswick Saint John. The overriding objective of the department is to enhance the ability of our students, staff and faculty to effectively pursue their interests and careers in an increasingly globalized society.

Dr. Lee Jolliffe, Associate Professor in the Faculty of Business assumed her half time responsibilities as Director of the International Office on February 15, 2005, after a 16 month period during which Peter Donahue was the Acting Director. The current staffing of the International Office includes:

1. Lee Jolliffe, Director (Part-time)
2. Peter Donahue, Assistant Director and International Student Advisor (Full-time)
3. Bonnie Sudul, International Student Advisor & Off-Campus Housing Coordinator (Full-time)
4. Phyllis Power, Student Abroad Coordinator (Part-time)
5. Vacant Position, Student Abroad Coordinator (Part-time)
6. Mary Stack, Administrative Assistant (Part-time)

Presently, the International Office responsibilities, reviewed in detail below, include:

- International Student Services
- Student Abroad Program Coordination
- International Development Project Acquisition & Management
- General promotion of international activities and internationalization both on campus and in the wider community

### **International Student Services**

The goal of International Student Services is to support the academic and personal development of international students attending academic and English language programmes at UNB Saint John and Saint John College. The responsibilities for the office include international student advising, provision of targeted services, and building and maintenance of local community relationships required to support international students.

### **Student Abroad Programme**

The Student Abroad Programme has a goal to assist 25 % of each year's undergraduate graduating class to acquire an international experience such as student exchanges, field schools or internships, eligible for credit towards their degree at UNB Saint John. The office is responsible for developing exchange relationships with global institutions, marketing the opportunities to UNB Saint John students, managing the application process, and providing pre-departure and re-entry program for participating students.

Partnering and coordination with UNB Fredericton towards reciprocal student exchange opportunities that call all be promoted under the UNB International concept is underway.

Funding for Student Abroad Bursaries has been received from MPHEC. In 2004/2005, 24 students participated in exchanges, 20 in field courses and 7 in internships.

For 2005/2006 20 students have applied to participate in student abroad exchanges, 5 students have applied to participate in the Washington Centre Internship, 21 students will be going on the Rome Intersession, 10 on the Go Mexico Trip, and 3 for Cuban Field trip. Once again, 5 students will be attending the 6 week internship at the Beijing Concord College. One student was selected to participate in the WUSC international seminar in Burkina Faso bringing the number of UNBSJ students going on overseas experiences to 60 so far.

### **International Development Projects**

The International Development Coordinator has been responsible for managing active international development projects as well as scoping new opportunities. In past months, the office has been involved in a number of projects, including:

- The Uruguay Letter of Intent for a Tier 2 CIDA Project was short-listed. A full proposal was submitted in September 2004. The final results were supposed to be announced in December, but due to the tsunami in Asia, the announcement date has been postponed until April 2005.

- The Canadian River Institute's proposal for a 3-year project in Cuba was submitted in March, 2005.
- Worked with the Faculties of Arts and Business to prepare EU Mobility & NAFTA projects the Faculty of Business EU Mobility application is going ahead and the NAFTA project application although prepared was shelved for this year due to the lack of U.S. funding.
- Letters of intent for the CIDA Tier 2 competition are being forwarded to AUCC from Saint John for the following projects: Cuba - Environmental Effects Monitoring in Coastal Ecosystems - Dr. Allen Curry, and Bolivia - Capacity Building for Sustainable Rural Communities - Dr. Graham Forbes/Dr. Ian Methven. The short-listed candidates should be notified by AUCC in summer 2005. (March 2005)
- Co-sponsoring with the Faculty of Arts a Networking Session for Women Working in Developing Countries (March 2005)
- Participation in the UNB Working with Africa session (March 2005).
- Worked with a faculty member investigating international development project opportunities in Mongolia.

The International Development Coordinator (Silke Klenk) has relocated to UNB Fredericton, as of February 4, 2005. However, the new International Director is planning to focus on exploring new opportunities for our participation in international projects.

### **General Internationalization**

The International Office is also involved in communicating UNB Saint John's international activities to both internal and external stakeholders, advancing the role of international research on the campus, facilitating international faculty exchanges, and assisting in the internationalization of the curriculum where appropriate.

### **Goals for 2005/2006**

#### International Student Services

- Provide an international student orientation that includes pre-arrival information, airport reception services, temporary accommodations, and an orientation to the University and Saint John communities.
- Provide general advising in such areas as cultural adaptation, immigration, finances, health insurance, travel and accommodations.
- Refer students to Career & Guidance Counselling, Writing Centre, Math Help Centre, employment and study skills available at Student Life and Support Services.
- Liaise with Citizenship and Immigration Canada in order to assist in the renewal of Study and Work Permits, and visas.
- Advocate on issues concerning international students.
- Foster community amongst international students and with Canadian students through the organization of social activities.
- Support all international clubs, societies and associations on campus

### Student Abroad

Current program goals are:

- To build and execute an effective communications strategy to promote the student abroad program.
- To develop and implement a strategy to minimize risk and liability.
- To develop a curriculum and “users-binder” / handbook to be used for pre-departure sessions, and re-entries.
- An outreach program for the community is also being planned.

### International Development

- Provide incentive and recognition to encourage faculty to get involved and make it possible for younger faculty members to participate by seeing projects as career development initiatives.
- Identify means of allocating the resources necessary to develop new initiatives across a wide variety of departments and faculties.
- Focus proactive marketing efforts on key countries where the university has experience, contacts, and a competitive advantage, while at the same time building relationships with new countries. Leverage existing partnerships (Student Exchange Agreements, Recruitment partners, etc) to develop new projects.
- Seek to diversify funding sources, with increased emphasis on multi-lateral development banks and regional development bank-funded activities that include private-sector and governmental stakeholders.
- Promote more effectively the university’s role in international research.

### General Internationalization

- Examine explicit opportunities for research by faculty and graduate students when designing and bidding on development projects.
- Build on solidifying our comprehensive exchange arrangements with targeted universities, to complement graduate and undergraduate student exchanges, co-op exchanges, joint project delivery, research collaboration, etc.
- Enhance visiting faculty opportunities through a variety of means including visiting scholar programs offered through national and international organizations.
- Establish protocol for hosting international visitors.
- Establish internal university protocol for faculty/staff mobility.
- Encourage and support the recognition of international experience and research as part of the career development of faculty and staff.
- Encourage faculties, where appropriate, to internationalize courses and programs.
- Encourage and support the development of study abroad component in compliment to academic programmes.
- Encourage and support the further development of languages programmes at UNBSJ.