

# A Response to the Internationalization Review, Trent University

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Livia Castellanos' review of internationalization at Trent embraces a view of internationalization which sees it as "the joining of all of the components of international education that provide domestic students with an international enriching experience both at home and abroad, while at the same time providing international students an invigorating knowing experience through the learning process of culture and values from the host country. Proper integration of these components promotes invaluable learning experiences that prepares all students to live, work and succeed in a globalized world."

To achieve this goal, the internationalization review makes a number of recommendations. The University will implement these recommendations in the following way.

## A Senior Leader for Internationalization

The Castellanos review of internationalization at Trent notes some strengths, but raises a number of concerns the university will aim to remedy. The chief concern is a lack of leadership and the need for a senior leader who will centralize and oversee most aspects of internationalization at Trent. In particular, the review points to the need for a much broader approach to internationalization – one which will maintain and strengthen the Trent International Program (TIP), but expand internationalization into different areas that will attract and serve different cohorts of international students, integrate research with teaching, and provide a closer linkage between the ESL program and the internationalization goals of the University. It emphasizes the need for a very visible, dynamic leader who will work with Deans and faculty to develop and co-ordinate Trent's international efforts.

In keeping with this central recommendation, Trent will:

- move to a new internationalization structure which will include a new leader of internationalization; and
- conduct a search for such a leader in the 2016-2017 academic year.

The new leader will be “a senior executive leader” who will be a highly visible champion of internationalization and who will be “responsible and accountable for the creation and execution of the vision and operations of the international file”, reporting to the Provost and Vice President Academic. They will launch a broad internationalization effort which will (as Castellanos suggests) be entitled “Trent Global.” Their first task will be the development of an internationalization plan which is relevant to a broad range of international students and involve the different academic divisions of the University.

## ESL

During the upcoming academic year, the University will also aim to implement the recommendations of the internationalization review on the University’s ESL program. In doing so, it will:

- aim to move the current ESL program into the academic structure of the University, probably within the Humanities Division;
- aim to do so in a way that attaches the ESL program to an academic accreditation of some sort – for example, a Teaching English as a Second Language (TESL) certificate program; and
- seek to use the ESL program as a vehicle for introducing international students to Trent University and to serve as a funnel into degree credit programming.

## The Trent Global Plan

The new leader of globalization at Trent will immediately manage the internationalization operations of the University. At the same time the new leader will devise and implement an approach to internationalization that addresses the issues raised in the Castellanos report.

Among other things, the leader will work with the administration, faculty and students to:

- develop a program-based enrolment plan which will aim to increase international student enrolment at Trent, to at least 10% of undergraduate enrolment, and increase international participation in graduate programs;
- review Trent's partnerships with international institutions;
- with international student focus groups, review promotional materials for Trent programs of international interest;
- establish a best practices admission process for international students, from the moment of application to the point of registration;
- create a scholarship system that allows a more flexible and broader distribution of scholarships among undergraduate and graduate students;
- ensure broadly based international student services, that would serve students inside of, and outside of the TIP program;
- engage Deans and faculty across the University in Trent's internationalization efforts, including internationalization of the curriculum where appropriate;
- develop processes to support and foster international partnerships (both current and future);
- develop a formal peer mentoring process that involves senior international students and domestic students that have had experiences abroad;
- review the Trent agent network and re-examine communication and training for that network;
- ensure that Trent has someone with immigration training and RISA certification to support movement of international students to Trent and Trent students to international partner institutions;
- establish Trent connections to NSE and ISEP exchange programs;
- create a system for collecting data on international students, including their academic progression and graduation rates, to ensure we are providing appropriate support;
- look for and pursue new international opportunities that can help Trent improve its internationalization efforts.

## The Success of Trent Global

The Success of Trent Global will depend, first and foremost, on the hiring of a dynamic leader of internationalization efforts at Trent. With this in mind, we will be emphasizing an extensive search during the next year. The search will be led by the Vice-President Academic, with participation of the President and other stakeholders, with the help of external advisors.