“Report on Increasing Internationalization at the University of Regina”

By: Larry Symes
Executive Summary -- Recommendations:

The University of Regina leadership in the international arena, envied and emulated by others, is at risk. Today, there are a large number of very aggressive competitors each with a mature strategic plan. Hence, I would urge you and the personnel and committees to whom you assign responsibilities to develop our Strategic Plan to act quickly and decisively.

1. Remember where we have been.
2. Focus marketing efforts.
3. Delete or justify international agreement surcharge.
4. Lobby government for student friendly regulations and procedures.
5. Evaluate results regularly.
6. Raise international student target to 15%.
7. Recognize participation.
8. Inform public of the importance of internationalization.
9. Prepare appropriate marketing materials.
10. Conduct annual recruiting trips.
11. Increase the use of agents.
12. Use current and previous students and scholars as ambassadors.
13. Use scholarships to develop markets.
14. Participate in the Concord College of Sino-Canada prospective student tour.
15. Create position of Associate Vice President International.
16. Coordinate and fund international offices appropriately.
17. Ask units what they are doing to promote internationalization.
18. Report regularly to the campus.
19. Make online application process international student friendly.
20. Cater to international students’ palate.
21. Integrate ESL into regular program recruiting.
22. Review ESL fees.
23. Develop transfer credit guides with partner institutions.
24. Recruit with and for the Federated Colleges.
25. Prepare To Bring and To Do lists.
26. Explore the establishment of Confucius College.
27. Partner with local institutions to offer ESL and first-year classes abroad.
28. Offer classes abroad with the aid of technology.
29. Explore the establishment of a campus abroad very carefully.
Introduction

I would like to thank President Hawkins, Vice-President Kathryn Laurin and Vice-President Allan Cahoon for giving me this most interesting assignment—to review what we are doing and to recommend what we might do to increase internationalization at the University of Regina and international opportunities for students, faculty and staff. The project plan, approved in early 2006, is attached as Appendix 1.

The presence of international students, faculty, staff and visitors on campus has significantly affected the culture and reputation of the University. One of many examples is the leadership role the University assumed when China and Canada started to rebuild ties in the 1960’s, Appendices 2 and 3.

Successive planning documents have recognized the importance of international activities. The November 1999 strategic document “Shaping Our Future: Academic Planning Toward the Second Quarter Century” recognizes Internationalization as one the six Goals of the institution. It reads as follows: “Integrate a national and international perspective into our fundamental threefold mission of instruction, research, and service.” The planning document “Reaching Our Potential: Planning for Progress 2002-2006,” released in February 2002, repeats this Goal and adds Objectives, Key Actions, measures for Demonstrating Success and identifies a Target.

The Objectives identified in “Reaching Our Potential” are:
1. Students gain international awareness and understanding.
2. Exchanges of students and faculty members with universities in other countries continue to increase.
3. Support services for international students and collaborations in teaching, research and service are increased and improved.

The Key Actions are:
- Develop and implement an international strategy that builds on existing strengths and identifies creative ways of increasing international experiences.

The quantitative measures for Demonstrating Success are:
- Number of students engaged in an exchange.
- Number of international teaching and research collaborations.
- Number of international conferences hosted.
- Number of foreign visitors to the University of Regina, including visiting scholars.

The Target is:
- International student enrolment increasing to 10% of total [enrolment].

I encourage readers to go to International Office of Cooperation and Development web site (http://www.uregina.ca/international/Working_Documents.shtml ) and read the three documents that are available there:
- Policy Framework Discussion Paper for the Office of International Cooperation & Development, Ken Sagal, June 8, 1999,
- Office of International Co-operation and Development Policy Document, Dr. Garth Pickard, September 2001,
Task Force on Internationalization, April 2003

In Appendix 4, I summarize my trips and meetings abroad. In order to promote frank discussion, at the beginning of meetings with current partners, I indicated that I would not attribute to them any concerns they might raise, if they so wished. As a result I have omitted these comments from the discussion notes, but have included their concerns in the recommendations. In addition to my meetings abroad, I held discussions on internationalization with a number of faculty and staff members during the past year and a half.

My recommendations are based upon these meetings and my observations during my tenure at the University. In addition, several items that would have been included in this report as recommendations are omitted as they have been acted upon—modification of the general MOU and signing agreements with Concord College of Sino-Canada, Shandong University of Finance and institutions in India. Finally, I have included as recommendations several items that could alternatively be identified as Risks, as I chose not to include a separate section devoted to Risk. I have attempted to group my recommendations and to rank in order of importance the recommendations within each category. The categories are:
A. General, Recommendations 1 through 5,
B. Recruiting, Recommendations 6 through 14,
C. Structure, Recommendations 15 through 16,
D. Process, Recommendations 17 through 26, and
E. Off-campus, Recommendations 27 through 29.

As I have said many times on my trips, I always learn more than I am ever able to give on each and every trip. The same can be said for this assignment as it brought me into contact with a large number of new and old friends. I hope that you, and the members of our institution, and our partners will find my recommendations of some value as you develop a detailed strategic plan for internationalization.

Recommendations:

A. General
1. Review the recommendations in previous reports, in particular, the twenty-five recommendations in the Sagal report. I have attached the recommendations from this report as Appendix 5. During my tenure at the University of Regina, I have frequently been surprised, indeed shocked, by the redefinition of the origin when administrators change. I am not opposing change, but I am saying we should consider where we have been and what relationships have been established before taking off in new directions—history is important, especially in societies that are much older than ours.
2. The University needs to focus its international marketing efforts. Focus reduces costs and increases market awareness. Each time this exercise is done, two things need to be remembered. First, when it comes to China, the University must remember that relationships really started with Shandong University. The
University has a long and very strong linkage with the State Administration of Foreign Expert Affairs and our relationship with the National People’s Congress is very privileged. The latter two organizations are responsible for nominating visiting scholars, who come to the University in the name of senior political figures to whom the University has granted honorary degrees. Similarly, relations with India are rooted in the Shastri Indo-Canadian Institute. Secondly, administrators need to remember not to put unnecessary restrictions on new international initiatives that are brought forward by individual faculty members. If an initiative is to succeed it requires:

i. A champion.
ii. Sufficient resources.
iii. Adherence to the academic rules and values of the University of Regina.

3. In both the undergraduate and graduate joint international agreements, the surcharge students must pay needs to be critically reassessed or eliminated. If the decision is to keep the fee, an explanation needs to be developed to convince our partners that their students get value in return. This issue was raised by a number of partner institutions as a major deterrent. It is true that there are costs associated with providing services to students who come under these agreements. For example, we have to establish transfer credit agreements. However, the same is true for students who come here outside one of these agreements. If revenue is required to provide services, I recommend that it be done by a general increase in fees for all non-Saskatchewan residents.

4. The University, through its various channels, should lobby the government to modify the financial guarantee procedures required to obtain a student visa. Several institutions indicated that competing countries have procedures that are less onerous while still ensuring that the student has the necessary financial resources available. Germany is a possible model that should be explored in more detail (money on deposit with the Bundesbank for the students use only).

5. In the interests of objectivity, and to provide a baseline for comparison, the University should periodically employ a third party to evaluate international activities.

B. Recruiting

6. The target for international students on campus should be raised from 10% to 15%.

7. The University needs to review how it motivates faculties and, in departmentalized faculties, departments to participate in Internationalization. If internationalization is to achieve established goals, the deans, department heads and members of faculty must “buy-in.”

8. The University needs to ensure that members of the public are informed of the goals, objectives and benefits of its international strategy.

9. Marketing materials need to be prepared for each market and need to be available in the local language. Parents of perspective students need to be sold on the program of study, the reputation of the University, the services offered and the safety of the community. Other items that need to be mentioned are:
i. The opportunity for students to work off campus after successfully completing six months of study.

ii. The opportunity to take a job for two years after graduation.

iii. The Saskatchewan Immigrant Nominee Program.

iv. Saskatchewan’s health care program.

10. Annually, the University needs to visit schools in chosen markets to recruit students. When on site, we need to be able to provide information and to help students complete application forms. It was suggested that October, after the National Day Holiday, and November is a good time to go to China. The University needs to determine dates for recruiting trips to other markets.

11. The University needs to start to expand, beyond ESL, the use of agents. Further, the University needs to establish a process for vetting such individuals or companies.

12. The way that scholars are treated has a direct effect on student recruitment. I was told by a scholar that they warn prospective students not to come to the University of Regina on any days other than Monday, Tuesday or Wednesday. Going hungry while fighting off jet lag is not the first experience our international students should have. Word of mouth is a very powerful recruiting tool! Enlist the assistance of recently arrived students to offer advice on what needs to happen in the lead-up to arrival and the initial stage of arrival.

13. The University should use scholarships as a marketing tool. Initially, scholarships should be focused towards partner institutions, including Concord College of Sino-Canada and then regionally.

14. The University should ensure Regina is added to the list of locations Concord College of Sino-Canada stops at when it bring its students to Canada on their annual winter trip across Canada to introduce students to the institutions that they may wish to consider.

C. Structure

15. I recommend that the University create new position for an Associate Vice President International. The office would be responsible for coordinating all International activities, but would not have direct line responsibility for all individuals engaged in international activities. I would further recommend that this AVP report to the Vice President Academic.

16. The working relationship between the Office of Student Services and Research and International needs to be reviewed periodically to ensure that institutional objectives are being met with minimal duplication and required information is available to all who require it. Further, the resources available in offices associated with international activities need to be reviewed to ensure that they are sufficient to deal expeditiously with the responsibilities assigned to each office.

D. Process

17. I recommend that the Associate Vice President International ask each campus unit to identify what it is doing to support internationalization of the University of Regina.
18. I recommend that twice yearly the Associate Vice President International report to both Deans’ Council and Executive of Council on international activities.

19. I recommend that the University modify its online application process to better accommodate applications from international students. While many potential foreign students have access to the internet; they or their parents often have a domestic credit card that cannot be used internationally. Hence, they cannot pay the application fee at the time the online application is submitted. One solution could be to hold the application until the cheque is received.

20. Food is important. I commend Food Services for the steps that they have taken to cater to students’ differing tastes. However, one of the major measures of food services success is financial success. I would recommend that consideration be given to considering loosening this requirement slightly in order to permit catering to the dietary likes of targeted international students. In addition, the costs and revenue associated with providing these choices should be accounted for separately. I would also recommend that when reviewing the options available to international students, attention also focus on the hours of operation in the time periods outside the fall and winter semester, as well as the closing of all food services over the Christmas break.

21. The delivery of ESL is a very important component of the universities recruiting strategy. It should be viewed as a strategic resource, which enables students to succeed in their chosen area of study. I would recommend that the University consider:
   i. Integrating ESL into academic programs. English competency required to start taking regular University classes may vary between programs and by class within programs.
   ii. Expanding the support provided by the Writing Clinic to international students have completed ESL. The times this new language support unit is open to provide assistance should include evenings.
   iii. Reviewing the start date for the fall session of ESL to bring it into alignment with the start of the regular fall semester. This would increase the choices for residence rooms for ESL students and would permit students who are coming to study at the University to start when others do.

22. When ESL is taken as a standalone program the fee charged need not be the same as that charged for a student whose goal is to enrol in a degree program. For example, when a student pursues a degree after completing ESL at the UofR, they could be given a discount on each year’s tuition depending upon the amount of ESL tuition paid.

23. Work to developing a transfer credit guide with all partner institutions.

24. The University needs to recruit for the University, treating the federated colleges as a strength. If we give the impression during recruitment that we are competitors, not collaborators, we confuse prospective students.

25. The University needs to prepare a To Bring and a To Do list for international students and international visiting scholars. We also need to provide similar lists to our students and faculty before they go aboard.

26. Explore the opportunity to establish a Confucius College at the UofR.
E. Off-campus

27. In major markets (areas of interest), the University should consider establishing partnerships with local institutions to offer a limited range of University of Regina (first-year) classes and ESL.

28. Use the Internet to offer classes to students around the world. Award TEL funds strategically to increase international offerings.

29. When the University considers establishing a campus abroad it should:
   i. choose a location (partner institution) or locations, which maximize benefit to the UofR,
   ii. initiate the project by offering language training (ESL) and core set of first-year classes,
   iii. use both face-to-face and the Internet to offer UofR classes,
   iv. develop with the local partner a credit a transfer guide between their and our classes.
APPENDIX 1

Project Plan

Goal: To determine how, what and, at what cost (including an estimate of risk) the University of Regina might do to:

- attract more students from aboard,
- increase mobility for University of Regina students, including exchange opportunities, and
- develop educational and commercial partnerships that benefit the University.

Steps:
1. Ask the Office of Resource Planning to provide trend data of the total number of Undergraduate, Graduate, ESL and other students in a matrix where the rows contain academic units and columns country of origin.
2. Bridge with ongoing staff, contacts in India and China so that continuing relationships can be pursued, if deemed appropriate.
3. Consult with people with international experience and connections to get their input on how to proceed.
4. Do an environmental scan in China and India and Canada to determine and identify:
   a. What others are doing by themselves or in partnerships
   b. Attitude of government officials
   c. Possible partners and locations
   d. Areas of interest identified by partners, government officials, …—high school completion, undergraduate programs, certificate programs, graduate programs
   e. Possible population base—how big is demand.
5. Work with the International Office to determine the parameters and risk associated with partnering with PRIMICA to form Canada International University (CIU) in Dubai U.A.E and/or Saudi Arabia

Target Dates
1. March 2006 a preliminary report on the China visit
2. May 2006 preliminary report on CIU in UAE or S.A., and the visits to the Middle East and India.
3. September 2006, report which identifies possible courses of action for further exploration and development
4. Final Report by the end of December 2006. This report will provide an analysis of the options identified in the September report, including a cost/benefit analysis and recommendations regarding future steps and will incorporate input obtained through discussions with involved parties.
Brief Historical Background to the Activities Between Shandong (Jinan) and Saskatchewan (Regina)

At a time when much of the Western world, particularly the United States of America, was unhappy with China two people from Saskatchewan were able to come to the aid of China. In the 1950’s and early 1960’s the West was concerned about the growing strength of communist USSR and its friend and ally, the Peoples Republic of China. Furthermore, China had fought against the Western Powers during the Korean War. The USA had established a trade embargo against China and expected all its allies to follow suit. The two people from Saskatchewan were John Diefenbaker, Prime Minster of Canada, and Alvin Hamilton, Federal Minister of Agriculture, who despite considerable opposition in the Cabinet, agreed in 1961 to the sale of over $360 million worth of Saskatchewan wheat and barley over two and a half years. Sales and gifts of grain continued for many years. Hamilton knew that China would have difficulty paying for the grain and was told by the Chinese that payments could only be made if China could increase its exports. Thereafter Hamilton became a promoter of Chinese exports.

At this time there was a native of Jinan, Shandong, PRC, studying on a scholarship, for a doctoral degree in History in Pennsylvania, who by happenstance read about this sale of wheat to the “enemy” in a well known US newspaper. It was the first time he had heard of the name “Saskatchewan” and had to look it up in an atlas to determine its whereabouts. He thought that it must be a very friendly place if it could do a deal like that at a time when relations between the West and PRC were cool at the best of times. He wrote to the University in Regina to see if there was a position available, and thus, Dr. Pei-shih Hsieh became a faculty member at the University of Regina in 1965.

During his studies in the US, Dr. Hsieh was subjected to the criticism even hatred of China in the media and his study of history lead him to the realization that for centuries China had been unfairly treated by the West. Consequently he became determined to do what he could to improve relations between China and the West, and Regina seemed like a neutral place to begin.

Through Dr. Hsieh’s contacts in China, he was able to quickly begin to bring people to Regina rather than let them fly over to the larger cities in the East. High-level officials began arriving in 1966 followed by university presidents, physicians, religious leaders, foreign affairs delegates, etc. He also arranged a group tour to China in 1975, which included professors, union officials and farmers. (Out of this came an agreement for young farmers from China to spend early spring to late fall on Saskatchewan farms).

In the late 1970’s and early 1980’s about 80% of Canada’s trade with China was grain from Saskatchewan. Potash began later. With this in mind the UofR decided to establish a Canada – China trade conference in 1980. The Chinese delegation was headed by Mr. Li Chaun, President of the China Council for Promotion of International Trade and attended by over 200 delegates from east and west across Canada. It was the first such
conference in Canada after the opening of China in 1978. (On visits to the green pastures on the outskirts of Jinan one could see black and white Canadian dairy cows munching on the green grass – the results of a trade agreement). As a result of this conference the president of the U of R was invited to send a delegation to China the next year, which was to include business people as well as academics. A delegation consisting of three from the University and three business people arrived in Beijing in early March 1981 to talk with the central government and Beijing College of Commerce officials and then traveled to Jinan to visit Shandong University. It was this visit that culminated in an agreement between the two universities signed by Dr. Wu Fuheng, president of Shandong University and Dr. Lloyd Barber, president of the University of Regina. The agreement consisted of exchanges of faculty and students, sharing of research results, hosting one another’s faculty members when traveling in the area, and accommodating each other’s faculty while on sabbatical leave. The experience of the agreement continues today. Faculty members from Shandong still come to Regina and many students from Regina go to Shandong to obtain an experience that cannot be duplicated anywhere. The U of R had the honour of conferring honorary doctoral degrees on two distinguished political leaders from China:

His Excellency Dr. Wan Li – 1989
and
His Excellency Dr. Qiao Shi – 1996

and an outstanding Shandong businessman:

Dr. Jing Xinhai – 2003

A number of faculty members from Regina have been awarded the designation of Honorary Professor from Shandong universities.

Dr. Pei-shih Hsieh was very active in many of the above activities, but he was also the organizer behind the twinning of the City of Regina and the City of Jinan in 1987. Behind the scenes, Hsieh was the person who made the initial approaches to both cities, acted as liaison and faithfully advised the managers and mayors of both cities leading up to the signing of the agreement in 1987. Numerous exchanges have taken place between the two cities including the exchange of women’s delegations. This agreement has established a close friendship between each of the cities and their citizens, which continues today.

Saskatchewan is not only rich in agriculture products, but also produces over one-third of the world’s potash with reserves that will last for a thousand years, and is the largest producer of uranium in the world. It is also Canada’s second largest producer of oil and has extensive coal reserves in the south of the province. One of the information technology companies located in it’s capital, Regina, is CVIC SSC, who major shareholder is CVIC SE which is headquartered in Jinan. What is special about this company for both provinces is the fact that the Chairman of the Board of both companies is Dr. Jing Xinhai.
We know about Shandong’s extensive agriculture lands, its oil near Bohai Bay, its mountain of coal resources, and the large industrial base, and just as important, a history of more than 3,000 years. With these factors in mind, and the excellence of the universities in the two provinces as well as the astute and friendly business people and ordinary citizens, surely the two provinces can work together and prosper for many years to come!
CHINA AND THE UNIVERSITY OF REGINA

The first Canadian delegations to visit the People’s Republic of China (PRC) prior to official recognition came from Saskatchewan. Alvin Hamilton, a Saskatchewan Member of Parliament, and William McNamara, a former general manager of the Saskatchewan Wheat Pool, negotiated the first sale of grain to China in the early 1960’s.

The first visit to this university by Chinese officials was in September 1966, followed by several more through the 1970s.

A major China-Canada trade conference chaired by Dr. C. Blachford, Vice-President of the university was held in Regina in 1980. This trade conference was the first in Canada to receive an official delegation from China, and was attended by Li Chuan, leader of the China Council for the Promotion of International Trade, and by 200 Canadian business, industry, and government executives.

A formal agreement of exchange in March 1981 “twinned” the University of Regina with Shandong University. This agreement provided a new focus for developing Chinese Studies in Regina and Canadian Studies in Shandong, and accelerated exchanges between the two universities. The University of Regina Library has acquired many Chinese publications and continues to receive regular shipments, and this university has sent between 2,000 and 3,000 volumes to the Canadian Studies Center at Shandong University.

Gao Weizhen, Minister, Department of Education, The People’s Government of Shandong Province, Jinan, Shandong, P.R.C. and his delegation visited the University of Regina in April 1984.

On June 5, 1984 a Twinning Agreement was signed between the Chinese province of Jilin and Saskatchewan.

The connection to China has brought academic and organisational benefits to the University of Regina and to its Chinese partners. The relationship continues to strengthen.
### CURRENT PROJECTS IN CHINA

#### Educational Policy and Gender Equity in Human Resource Development

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<tr>
<th>PROJECT LEADER</th>
<th>G. Pickard</th>
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<td>COUNTRY</td>
<td>China</td>
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<td>START</td>
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<td>FUNDING AGENCY/ CLIENTS</td>
<td>AUCC/ CCULP</td>
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<td>COMMENTS</td>
<td>Special University Linkage Consolidation Program</td>
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#### Flooding Control, Ecological Protection and Sustainable Development

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<td>END</td>
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<td>IN COLLABORATION WITH</td>
<td>Peking University Wuhan University of Hydraulic and Electric Engineering</td>
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<td>FUNDING AGENCY/ CLIENTS</td>
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<td>COMMENTS</td>
<td>AUCC Tier II Project</td>
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<tr>
<td>1. Beijing, PRC</td>
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<td>2. Changchun, Jilin Province, PRC</td>
<td>Changchun Taxation College</td>
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<td>3. Beijing, PRC</td>
<td>China National Nonferrous Metals Industry Corp.</td>
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<td>4. Jinan, Shandong Province, PRC</td>
<td>China National Seniors’ Paper and Old Age Committee of Shandong Province with Seniors’ University Group Inc. and Seniors’ Education Centre, University Extension</td>
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<td>5. Hefei, PRC</td>
<td>Hefei University of Technology</td>
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<td>6. Harbin, Heilongjiang, PRC</td>
<td>Heilongjiang Friendship Assoc./ Heilongjiang University/ Harbin Institute of Technology</td>
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<td>7. Wuhan, Hubei Province, PRC</td>
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<td>18.</td>
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<td>19.</td>
<td>Shenzhen City, Guangdong Province, PRC</td>
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<td>20.</td>
<td>Wuhan, Hubei Province, PRC</td>
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<td>21. Beijing, PRC</td>
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<td>State Bureau of Foreign Experts (SBFE)</td>
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<td>U of R will develop a recruitment and training program for university</td>
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<td>teachers going to the PRC to teach. The U of R will provide language/</td>
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<td>cultural training. The U of R will accept a visiting Wan Li Scholar</td>
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<td>22. Wuhan, Hubei Province, PRC</td>
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<td>Wuhan University of Hydraulic and Electric Engineering</td>
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<td>Joint educational and research activities; exchange of academic</td>
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<td>materials and academic publications; exchange of faculty members; and</td>
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<td>exchange of graduate and undergraduate students; organization of joint</td>
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<td>academic and scientific conferences.</td>
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<td>May 1998 - May 2003</td>
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<td>Yantai University</td>
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<td>Exchange of research staff; exchange of graduate and undergraduate</td>
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<td>students; exchange of academic information, conducting lectures; and</td>
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<td>research cooperation.</td>
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<td>materials; exchange of faculty members for research, lectures, and</td>
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<td>discussions; and exchange of students for study and research.</td>
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<td>Aug 1999 - Aug 2004</td>
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<td>25. PRC</td>
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<td>China Venturetech Investment Corporation</td>
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<td>Development of new joint initiatives in the areas of software</td>
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<td>development, project management, training, and research and development.</td>
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<td>June-1997</td>
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Appendix 3

Contacts for the Primary Academic Agreements with Chinese Institutions:

1. State Bureau of Foreign Experts (SBFE) – (Wan Li Fellowship)
   (Current term of agreement: July 1995 - July 2000) due for renewal in 2000

   Huaisheng Zheng, Deputy General Director
   State Bureau of Foreign Experts (SBFE)
   No. 3 Baishiqiao Road
   Beijing 100873 PR China

   Wk: 01 849-8888
   Fx: 01 684-6800
   Note: Nominator of the 1999-2000 Fellow

   Yangjin Chen, Director
   Department of Cultural and Educational Experts
   State Bureau of Foreign Experts (SBFE)
   No. 3 Baishiqiao Road
   Beijing 100873 PR China

   Fx: 01 684-2503

2. National People's Congress (Qiao Shi Fellowship)

   Weiwei Ye, Deputy Director - General
   Foreign Affairs Bureau, General Office of Standing Committee
   National People's Congress
   Great Hall of the People
   Beijing 100805 CHINA

   Wk: (8610) 6309-6550
   Fx: (8610) 6309-7914
   Hm: (8610) 6309-5953

   Qiao Shi Fellow 1998-1999:
   Xiaodong Xu, Division Director
   Foreign Affairs Department, General Office of the Standing Committee
   National People's Congress
   Great Hall of the People
   Beijing 100805 CHINA

   Wk: 63097774
   Fx: 63097914
   E-m: xuxd@congress.gov.cn
   Note 1: Qiao Shi Fellow 1998-1999
   Note 2: Public Policy program
Appendix 3

**Qiao Shi Fellow 1999-2000:**
Sitao Jia, Secretary of International Organizations and Conference Division
Foreign Affairs Department, General Office, Standing Committee
National People's Congress
Great Hall of the People
Beijing 100805 CHINA

Wk: (306) 585-5622 UofR AH309
E-m: jia.sitao@uregina.ca
Note 1: Qiao Shi Fellow 1999-2000
Note 2: English Program

**3. Shandong University (Twinning Agreement March 1981)**
(An agreement of Cultural Exchange between Shandong University and the University of Regina)
(Current term of agreement: Mar 1981 - Dec 1999)

Dr. Fanren Zeng, President

Qian Zheng, Deputy Director
Office for International Relations

Shandong University
27, Shanda Nanlu
Jinan SHANDONG 250100 PR China

Wk: 86 0 531-856-4507
Fx: 86 0 531-856-5051
web: www.sdu.edu.cn/ipo
E-mail: ipo@sdu.edu.cn

**1998-1999 Scholar:** There was no 98-99 scholar from Shandong University

**1999-2000 Scholar (to arrive in May 2000):**
Hongze Li, Professor
Mathematics
Shandong University
Jinan SHANDONG 250100 PR China

web: www.sdu.edu.cn/ipo
Note: Collaborating with Richard McIntosh, Math
Meetings during trip in February & March 2006

1. Jinan

Shanda Uni Education Exchange Co. Ltd—February 7

- People who attended the meeting:
  - Mr. Michael Li, General Manager, Shanda Uni Education Exchange Co. Ltd.
  - Larry Symes
  - Kevin Lau, CVIC SE

- Shanda Uni Education Exchange Co. Ltd is a company that offers ESL training and assists students who wish to study abroad. Some of the issues discussed at the meeting were:
  - Commissions 10% of first year tuition common, 15% to 20% for ESL programs, $1,000 another figure used.
  - They charge the student 9,800rmb service fee
  - A couple of years ago they sent 300 students annually to New Zealand but now none as the Chinese government warned students about going to New Zealand. This was due to concerns over quality of programs.
  - They asked what levels of ESL does the UofR offer and frequency
  - They would like to receive UofR information on programs and calendars.
  - They would like to advertise a seminar where we could present our programs and costs and distribute information. They would suggest that a representative from the UofR be present to answer questions and to sign students up.
  - They have an agreement with a Canadian university to recruit students for ESL and degree programs. Michael sent me a copy—attached Appendix 6.

Jinan Foreign Affairs Office—February 9

- People who attended the meeting:
  - Ms Li Min, Jinan Foreign Affairs Office
  - Mr Zhang Ning, Jinan Foreign Affairs Office
  - Ms Fu Mingming (Suzan), Jinan Foreign Affairs Office -- who will be our primary contact from now on.
  - Larry Symes
  - Lily Song, CVIC SE

- There were four purposes for the meeting:
  - Explain my new role at the University of Regina
  - Determine if the City of Jinan is prepared to sign the MOU with the City of Regina to establish offices in each other’s cities to promote economic development. The City of Regina asked me to propose a May 2006 signing. The proposal was first discussed and agreed to by the Cities’ mayors in October 2002 and reconfirmed by the new mayor of Jinan in a meeting with Mayor Fiacco in March 2005. The parameters of an agreement include the host city providing office space, local phone, computer with Internet connection and assistance in finding an apartment, the cost of which the visitor is responsible for.
  - Seek their assistance in setting up a meeting with Jinan Foreign Language School as the agreement between the School and the UofR expires this month
  - In addition to this, I enquired about the discussions that Liliana Dominguez, Director ESL, had had with Keith Klockow to create a custom tailored ESL Program for Shandong University’s Medical School. (When I met with Liliana on January 26th, she indicated that Li Min has a copy of the proposal and she will follow up with Li Min via email prior to my visit.)

- The meeting was cordial but:
  - They were not warm to the idea of an office but agreed to check with senior officials. I did not receive a follow-up call.
  - I was told that the School is not happy with the previous services provided by the University of Regina and prefers to deal with Luther College. Li Min agreed to try to set up a meeting
with the School’s Principal, Ms Liu Shuyun. However, I was told, “President Liu is a
determined person.” I did not receive a follow-up call.
- They appeared not to know much about the custom ESL Program. I subsequently contacted
Keith Klockow myself and found that he was no longer at Shandong University. He is
currently working for Shandong University of Finance.

Shandong University—February 10
- Had supper with Professor Zeng Fanren, Past President of Shandong University. Had a wonderful
meal and conversation in the Shandong University Hotel. Professor Zeng had just returned from a
three months stay in Victoria, British Columbia. On his way back to China he and his wife
stopped off in Mexico to visit their daughter. The daughter came to Regina in the 1990’s to do
work on a Master’s in Economics.

Qilu Software College, Shandong University—February 13
- People who attended the meeting:
  - Professor Ellen Sun, Dean
  - Ms. Lv, Administrative Assistant
  - Ms. He, Student Affairs,
  - Mr. Li Student Affairs,
  - Larry Symes,
  - Li Xiaxia (Summer), CVIC SE
- Paid a visit to Qilu Software College, which has been designated by Shandong University to
  manage the Computer Science 2+2 agreement with the UofR.
- I asked for a frank discussion of the issues that were impeding the flow of students. To date there
  has only been one student come to the UofR under the agreement. This student won the Science
  Prize when she graduated.
- Issues discussed:
  - $5,000 fee.
  - The ability of students to earn money to pay for the cost of their education. I told them that,
    recently the rules were changed in Saskatchewan to permit foreign students to work off
    campus after being at the University for a certain period. Students have always been
    permitted to work on campus.
  - I indicated that foreign students are permitted in Saskatchewan to work for up to two years in
    the Province after graduation. They are also permitted to continue their study by applying to
    pursue a masters degree.
  - It was suggested that a recruiting visit might be of benefit.
  - Students who have not satisfied the TOEFL requirement will be required to enrol in ESL
    before they are permitted to take regular classes.
  - I outlined the requirements and options for a 1+1 program for a master’s degree.

Shandong University—February 13
- People who attended the meeting with officials of the International Office:
  - Dr Liu Hongbo, Director
  - Ms. Wang Yingchun, Assoc Director and Prof
  - Ms. Song Chunling, Deputy Director
  - Professor Qi Jianhong (Katherine)--will go to Regina with me on the March 6th if she can
    change her booking. She is going to work with Gary Tomkins and work on details of 2+2 in
    Economics
  - Larry Symes
  - Li Xiaxia (Summer), CVIC SE
- I extended greetings on behalf of President Hawkins and Dr. Cahoon and explained my new role
  at the University of Regina.
- Items discussed:
The exchange in environmental engineering is going well and Qilu College is handling arrangements associated with the Computer Science 2+2 agreement.

They are happy with the students who come from the UofR

Social Work exchange is working well—they are trying to get Doug Durst to come to Jinan

They would like to see the exchange quota increased from 1 to 2

Agreement needs to be signed again—draft is complete and they are ready to sign it.

President Zhan Tao is coming to North America in early May. He will visit—Vancouver, Victoria, Edmonton, Regina, Toronto, then Michigan. It was suggested that President Hawkins come to China in April

Our marketing information is not good.

They suggested a marketing visit in October or November

They would be very interested in having English professor come to Shandong University.

Student exchanges—students pay only for texts and accommodation, health care (students are responsible for everything except tuition and student fees). Get credit that is transferred back. Stay for one semester. Not every term needs to be balanced. If students wish to stay longer, they could, but would be required to pay tuition—maximum stay two semesters. It was suggested that we test this type of exchange with students from Social Work, Computer Science or Engineering. They currently have such an arrangement with an Australian university.

Groups of students for short-term study. They would be happy if our faculty would bring students groups to Jinan. They offered to select Chinese students to assist with language study, history and exposure to culture and life in China. They currently do this with Ohio University and Santa Barbara University (Political Science, once every two years, 40 students per group. It has been done 10 times.) They would be interested in doing it with us.

Another version discussed would have students and faculty coming for a whole semester. The accompanying faculty would teach a couple of classes to the UofR students who would be joined in these classes by Shandong University students. The UofR students would join Shandong University classes for their additional classes they required during their stay. Ohio University is currently doing this.

Shandong University of Finance—February 14.

People who attended the meeting and the supper that evening hosted by Vice President Nie:

- Professor Chu Dongsheng, Director, Division of International Exchange & Cooperation.
- Dr. Yang Huiqin, Program Coordinator, College of International Education
- Keith Klockow, English teacher
- Larry Symes,
- Lily Song, CVIC SE

Keith Klockow called me. I asked him about the Custom ESL program for Shandong University Medical School and was told that there was not sufficient interest to proceed. He indicated that he was now at Shandong University of Finance and they were very interested in investigating the development of a relationship with the UofR. I found out when we met that now Vice President Nie Peiyao, Professor Chu Dongsheng (both Computer Scientists), a librarian and a person from physical plant visited the UofR in May 2001. That visit formed a lasting impression. A faculty member, Ms Sai Ying, was then at the UofR working Professor Yiyu Yao in Computer Science. During the visit, they met Dr. Brien Maguire and were hosted by Garth Pickard. They signed a letter of intent to sign a 2+2 agreement but nothing happened.

They tried to come and visit in the fall of 2005 but we did not respond either positively or in time to make the necessary arrangements. They wanted to come to visit the University of Regina, on their way back to Jinan from Europe and during their visit to North America (Dalhousie, University of Toronto, SUNY Westbury and a university in Arkansas).

They have agreements with Napier in Edinburgh, SUNY Westbury (where Nie spent a year) and Rein in France.

We talked about three types of student exchanges:

- individual students
Appendix 4

- groups with professors who would come for a semester. The professor would teach some classes to their students and the host university would teach the balance so that the students would get a complete semester.
- study tours where student would come for short period of study and exposure to Chinese culture.
- They are very interested in a student exchange agreement that might eventually lead to faculty and research exchange and to 2+2 or 1+1 agreements. Signed a general MOU on October 9, 2007—template Appendix 7.

Jinan University—March 1

- People who attended the meeting:
  - Liu Jinsheng, Director, Foreign Affairs Office
  - Cai Jie, Executive Director College of International Education
  - Ms Han Xiaoli, Foreign Affairs Office,
  - Larry Symes
  - Lily Song, CVIC SE
- I extended greetings on behalf of President Hawkins, Dr. Cahoon and explained my new role at the University of Regina
- Items discussed
  - They questioned again the $5,000 fee. Some of their concern was removed when I told them that the fee was standard. However, their students need to see what the fee buys them.
  - They recommend that a person come to Jinan in November or December to assist with recruitment—make a presentation, answer questions and help with applications.
  - They would like us to send them some marketing materials.
  - They would like to be able to send students to the UofR for one year or one semester of study and have the credits transferred back to Jinan University.
  - They would like to have students from the UofR come for a year or semester of study as well.
  - They would prefer student exchange programs pay tuition to the home university.
  - They were concerned with Canada’s visa application rules, especially the bank deposit requirements.

Shandong Institute of Education—March 1

- People who attended the meeting:
  - Ms Wang Xiao Mei, Director, Foreign Affairs Office
  - Liang Chengfeng, Vice Dean, Foreign Languages Department
  - Mr. Shi,
  - Larry Symes,
  - Lily Song, CVIC SE
- Items discussed
  - I extended greetings on behalf of President Hawkins, Dr. Cahoon and Dr. Dolmage, and outlined my role. The main purpose of the visit was for signing the MOU drafted by Dr. Rod Dolmage, Faculty of Education. Dr. Dolmage had visited with officials at the Institute during the October 2005 visit to Jinan by the delegation lead by Minister Cline. I gave them four copies of the agreement, two in English and two in Chinese. They agreed to have their President sign the agreement and return to me an English and Chinese copy to take back to Regina.
  - They outlined the history and focus of the Institute. This school was established in Jinan in 1948, disbanded and then reestablished in Layie. In 1978, it returned to Jinan. The Institute has 12 departments, and are in the process of establishing three new ones. One will focus on teacher upgrading. In 1998 the school enrolled students directly from high school for the first time for a two-year certificate. In 2002 they were given the right to offer a four-year program, leading to a Vocational Bachelor Degree. In 2004 they were permitted to offer a “normal” four year bachelor degree program in education. They currently have 6,500 students. They have four programs:
Appendix 4

- Two year certificate program
- Four year vocational degree
- Four year bachelor degree
- Special training programs for the Ministry of Education and Provincial Education Commission.
  - There is a new campus being constructed on 200 acres (1,200 mu) of land about an hour’s drive from the current campus. It should be completed by the end of July 2006.
  - As their English department is relatively new, they are interested in sending some of their younger teachers to the UofR to do research or work on degrees.
  - They are interested in creating a joint degree program.

2. Qingdao

Qingdao University Feb 16th

- Qingdao University is a new comprehensive university in Shandong Province, which was combined with the former Qingdao University, Shandong Textile Engineering Institute, Qingdao Medical College and Qingdao Teachers’ College in 1993. Qingdao University has 34,000 students (31,000 UG, 3,000 graduate) and 4,000 faculty and staff, 25 colleges, 73 specialties with undergraduate programs covering literature, history, philosophy, law, economics, management, natural sciences, engineering, medical science, education—all disciplines except for agriculture and military. International exchange programs have been established with more than 40 universities and regions, including the USA, Britain, Germany, Japan, Russia, and Australia.
- They currently have 1,800 foreign students in their International College mainly from Australia, Korea and the USA. They would like to expand this number to 4,000 in five years.
- I explained the UofR’s 2+2 programs, 1+1 programs and our desire to have agreements which could have:
  - Individual students coming to Qingdao and individual students coming to Regina,
  - Students, accompanied by a faculty member coming to Qingdao or Regina for a short-term visit as part of classes, which provides exposure to China or Canada.
  - Students and faculty members coming to Qingdao or Regina for a semester. During the semester, the visiting faculty members could possibly teach three classes to the students who come with them along with some additional students from the host university. For the remaining two classes the visiting student could be integrated into classes being offered by the host university.
- People who attended the meeting in Qingdao University:
  - Tang Yanshuo, Dean of International Colleges
  - Wang Minli, Vice Dean of International Colleges
  - Ma Huiping, Program coordinator of International Colleges
  - Gi Fa, Director of integration section
  - Martin (Xing Zheng) Ma, Director, Division Four, Qingdao Municipal Overseas Investment Promotion Bureau.
  - Larry Symes
  - Xu Peijia (Alex), CVIC SE

Qingdao Municipal Overseas Investment Promotion Bureau—February 17th

- People who attended the meeting:
  - Martin (Xing Zheng) Ma, Director, Division Four.
  - Larry Symes
  - Xu Peijia (Alex), CVIC SE
- Was asked by Larry Hiles to visit with Martin. Martin attempted to meet in Beijing with members of the Provincial and City delegations led by Premier and Minister Cline and Mayor Fiacco in October 2005. Items to be discussed included:
  - Transportation hub—collaboration
  - Export (shipping) of modular housing to China
Appendix 4

- Interest in having Great Western Beer act as distributor of Qingdao and other Chinese beers. I was told that Qingdao Brewery has North American distributor. Martin will investigate the interest other brewers might have.
- The Canadian Light Source synchrotron at University of Saskatchewan
- Study tour to Regina and Saskatoon later this year.

During the meeting we also discussed:
- The fact that the new Qingdao container port is a free trade zone. Goods can be stored there without paying any taxes.
- China will run out of phosphate in the next decade and will need to import large quantities. Currently it comes from south China.
- University cooperation. One of the barriers is agents who wish to study abroad. In Qingdao, there are only four licensed agents, however in the morning paper there was a list of 30 to 40 agents.
- I raised concept of high school, which would have students admitted directly to the UofR. Qingdao #2 Middle School doing this with nine universities in UK.
- We also discussed a second option to collaborate with a school that would also offer a general UofR first year set of classes.
- Located near the container terminal there are private technical colleges—one being Qingdao Technical Education College. Martin suggested that it would be of interest to him and to the college to collaborate (SIAST). I indicated Saskatchewan is currently experiencing a labour shortage. If this were to be done, it would likely have to be done in cooperation with state owned school and not directly with a private college.

Ocean University of China—February 17th

- People who attended the meeting:
  - Dai Gui Lin, Deputy President of Economics College
  - Gao Jin Tian, Head of International Economics and Trade Department
  - Summer Zhao, Program Officer for International Experts
  - Dai Hua, Professor of International College
  - Martin (Xingzheng) Ma, Director, Division Four, Qingdao Municipal Overseas Investment Promotion Bureau.
  - Larry Symes
  - Xu Peijia (Alex), CVIC SE

- Martin recommended that in addition to visiting Qingdao University, I visit China Ocean University.

Ocean University of China (OUC) is a comprehensive university under the direct administration of the State Ministry of Education, which offers courses in Science, Engineering, Agronomy (fisheries), Economics, Liberal Arts, Pharmaceuticals, Management, and Law, etc. This University is especially renowned for its programs in Oceanography and Fisheries. After more than 80 years of development, OUC has developed into a national comprehensive university with strength in Marine Science and Fisheries, which also offers complete courses in Science, Engineering, Agronomy (Fisheries), Medicine (Pharmaceutics), Liberal Arts, Management, Law and Economics. In February 2001, the State Ministry of Education, Shandong Provincial government, the State Oceanic Administration and Qingdao Municipal Government reached the agreement to jointly build Ocean University of China into a high-level university, especially world-renowned for its disciplines in Marine Science.

- I outlined our university, my role and the purpose of my visit.
- Summer Zhao outlined their university and its connections:
  - OUC is a comprehensive university started in 1924. It is composed of three campuses—old in west, middle campus where we are meeting and new one campus near Laoshan Mountain. They have very important connections with German universities (Bremen & Kiel) and currently have a number of graduate students from Germany on campus. They have agreement with Emory University in the US, seven universities in Japan, along with universities in Australia, UK, Korea, and France. These agreements usually focus on marine science, and faculty and student exchanges. In August, they will participate in the Third
Appendix 4

Sino/American workshop in Germany, which will involve ten Chinese and ten American universities.

- They have some contact with Canadian University faculty. Approximately 5 to 10% of their undergraduates choose to continue their study abroad. Students used to go to America for graduate study now they go to Europe or Australia. Have 2+2 with Australia where students can choose to study international commercial, IT or accounting—the CS option was cancelled due to lack of demand. Each year 120 students choose to enter this program and after two years, 60% go to Australia. The students only get an Australian degree. They initially go to an Australian Vocational college to get an English language diploma before they can be admitted to university in Australia. The students who enter this program at OCU are extra students, beyond normal quota—not formal students. If they do not go to Australia, the students who enter this program are not permitted to continue study in China after their first two years. They are trying to do something with these now.

- They want to implement a new graduate program with a UK university where students would spend ½ to 1 year in China and ½ in the UK. The extra ½ year may be required to ensure that the student’s English language ability is satisfactory.

- For the last nine years, they have run a Chinese business program in which students come for 3 months to study language, culture and business. Most of the students come from Germany. However, next year start similar program with Ohio State. Normally there are 30 to 50 undergraduates per semester, max 80, and the fee is $1,000US for the 3 months.

- In addition, next year they will introduce a 1+1 with Germany whereby they will offer a masters degree. The program will be offered only to students from Germany. The students will spend the 1st year in China and 2nd year in China or Germany. They want to attract from 10 to 15 students. The language of instruction will be English. Faculty have been trained in English.

3. Beijing

State Administration of Foreign Expert Affairs (SAFEA)—February 20th

- People who attended the meeting:
  - Mr. Mu Jielin.
  - Larry Symes
  - Lily Song, CVIC SE

- I extended greetings on behalf of President Hawkins and Dr. Cahoon, and explained my new role at the University of Regina

- Items discussed:
  - I introduced the topics of creating a branch of the University in Regina in collaboration with Xiamen University, Regina College International, the partnership with Hunan University, and a possible partnership with Concord College of Sino-Canada. The government of China supports both private and public institutions. The only issue is ensuring that laws are followed and necessary approvals are obtained. Mr. Mu and the State Administration of Foreign Expert Affairs can act as a go between and direct us to who we need to get approvals from.
  - I enquired into support for the Sino Canadian Consortium on Environment Conference to be hosted in China in partnership with North China Electric Power University—suggested date late spring, possibly June. I was told that a request has been received for financial support. Mr. Mu will check on progress and get a back to either Professor Gordon Huang or me.
  - I enquired as to the reaction of converting individuals who come to the UofR as Wan Li Scholars into Masters of Public Administration (MPA) students. The reaction was a definite NO!
  - Mr. Mu asked when President Hawkins was planning on coming to China. He indicated that the Bureau would be pleased to issue an invitation when he wishes to come.

Ministry of Foreign Affairs—February 21st

- People who attended the meeting:
Appendix 4

- Mr. Huang Changqing, Deputy Director General
- Mr. Zhang Haitao, Deputy Director
- Mr. Wen Penghui, Third Secretary
- Interpreter.
- Larry Symes
- Lily Song, CVIC SE

- Items discussed:
  - I indicated that we had a new president, President Hawkins and extended his and Dr. Cahoon’s regards. I outlined my assignment as Special Projects Advisor. I indicated that the UofR has had a long-standing relationship with institutions in China and offers scholarships in the names of Wan Li & Qiao Shi who the University gave honorary doctorate degrees to, the University wishes to expand and improve its international activities. The purpose of my visit is to discuss how we can work with the Ministry to achieve its goals, which in turn will aid us in achieving our goals.
  - Mr. Huang profiled the Ministry and its needs. They have a staff of 5,000 with half working domestically, and half abroad. Almost half (48%) are below 35 years of age and 29% are female. They currently send 150 people abroad to study each year in 20 or so countries. However, they would like to increase the number. English language skills are a big concern. 70 to 80% of the diplomats speak English and they would like to improve the skill level of these employees and to train the 20% to 30% who do not know how to speak English. Their biggest problem is funding. Currently funding for overseas study comes from exchange scholarships, small part from SAFEA and some departmental funds.
  - They would like to send 2 to 4 individuals to the UofR. If the UofR will waive tuition fees, the Ministry of Foreign Affairs will cover travel costs and seek financial support for living costs from State Administration of Foreign Expert Affairs (SAFEA).
  - An invitation was extended to visit their Foreign Affairs College on a future trip.

Foreign Affairs Bureau, National People’s Congress (NPC)—February 22nd.

- People who attended the meeting:
  - Mr. Wang Wen, Director, Foreign Affairs Bureau,
  - Mr. Zhu,
  - Mr. Tang Jian (Tony),
  - Dr. Zhang Hong, the next Qiao Shi Scholar,
  - Larry Symes,
  - Lily Song, CVIC SE

- Items discussed:
  - I extended greetings on behalf of President Hawkins and Dr. Cahoon, and outlined my role and the purpose of my visit. I stressed that as a long-term partner of the University and as the person who had negotiated the initial partnership, the Qiao Shi Scholarship, I was particularly interested in hearing how we can improve our relationship.
  - They are pleased with the results of the cooperation. To date approximately 10 employees have come to the UofR and all have benefited significantly from the experience. The time spent in Regina has greatly broadened their perspective along with their knowledge.
  - The time spent at the UofR varies inversely to the duties assigned to potential scholars. In the future personnel from other Bureaus in NPC other than Foreign Affairs Bureau (FAB) may come to the UofR.
  - The importance of the relationship with the University is indicated by the attention given to its status from time to time by the Vice Chairman of the NPC.
  - I was introduced to Dr. Zhang Hong who will be coming to Regina shortly. Due to Foreign Affairs Bureau’s heavy workload he has recently been assigned to the Bureau. Though the Bureau is very busy, FAB felt that the experience in Regina would be valuable and decided to send him.

Concord College of Sino-Canada (CCSC)—February 23rd.

- People who attended the meeting:
  - Mr. Andy Truong, Executive Director, Operations and International
Appendix 4

- Mr Colin Childs, Canadian Principal
- Larry Symes
- Lily Song, CVIC SE

• Items discussed:
  - I explained my role and the goals of my special project.
  - Andy and Colin explained the background of the College. The College was founded in 1997 with the approval of the Beijing Education Commission. Graduates receive two diplomas—regular school diploma of China and a grade twelve diploma from New Brunswick. In addition to the college in Beijing, they operate a similar grade 10 to 12 school for Chinese Citizens in Shenzhen. The Beijing school is a boarding school and a week is composed of 43, forty-minute classes. Thirty-seven percent of the teachers have Canadian teacher certificates. In 2003, 95% of their graduates went to Canada to attend universities. In January/February of each year, approximately 80 grade 10 students visit partner universities across Canada and finish their trip across Canada by spending a week in New Brunswick. The purpose is to introduce the students to Canada and to the institutions and programs they offer, so that the students had information before they make their decision of which schools and which programs they would like to apply for admission to. In addition, at the end of January each year approximately 200 senior high schools student come to Canada to spend a semester studying in a Canadian high school. The Canadian school (board) receives payment for tuition and the students are responsible for living costs (home stay etc).
  - Contact information:
    - Alan Norman, General Manager, Atlantic Education International (www.aei-inc.ca), Government of New Brunswick

4. Xiamen

Xiamen University—February 25th

• People who attended the meeting:
  - Dr. Zhu Wenzhang, Vice President
  - Dr. Du Guirong, International Affairs Office
  - Mr. Lin Hongwei (Kevin)
  - Larry Symes

• Items discussed:
  - I thanked them for fitting my visit into their schedule by meeting with me on the weekend prior to their trip to Japan to participate in a meeting. I extended greetings on behalf of President Hawkins and Vice President Cahoon, explained my role at the UofR and indicated that President Hawkins and Vice President Cahoon were planning a visit in May.
  - We discussed the 1+1 and 2+2 agreements that were signed in October 2005. They indicated that during their December 2005 visit to Regina they met with Dean Kelln and with members of the Engineering faculty. They agreed to start the process of identifying classes for which credit transfer would be granted and were in discussions with Professor Gordon Huang to create the six person academic committee.
  - Dr. Zhu talked to Dr. Cahoon in December about the possibility of the May 2006 visit by a delegation from the University of Regina to hold discussions concerning the joint establishment of a program or programs by the two universities in the International College, which they are establishing. Dr. Du has recently been hired to assist in the establishment of the College. The first partnership through the International College will be with Hong Kong Polytechnic College to establish a logistics program.

5. Suzhou

Soochow University—February 27th

• People who attended the meeting:
  - Mr Wang Jiexian, Director, Foreign Affairs Office
Appendix 4

- Dr. Zhu Qiaoming, Dean, School of Computer Science & Technology
- Larry Symes

- Items discussed:
  - I extended greetings on behalf of President Hawkins and Vice President Cahoon, explained my new role at the UofR. I thanked them for sending Mr Hui to pick me up at Hongqiao airport.
  - Mr. Wang indicated that they have advertised our 2+2 and 1+1 program to students. They have a student who is very interested in the program and he (Mr. Yang Chengyi) will be applying to come to do a masters in CS. By July, he will have completed two years of advanced study at Soochow University.
  - They are very concerned that students who come to the UofR under our agreement must pay more than students who do not come under the agreement.
  - They raised concern with the difficulty of getting a student visa to come to Canada. The most significant issue was the Canadian financial requirement. To get a visa students have to provide evidence that there is 600,000 rmb in the bank for their use and that the 600,000 rmb has been on deposit for 12 to 18 months. Australia has a similar rule but only requires that the money be on deposit for 6 months. The UK requires only that the money be in the account. It does not have to be there for a period of time before the certificate certifying that it is on deposit is issued. In their option, Germany has the best system. Germany requires that the student deposit money to cover the costs associated with one year’s study in a German bank in Shanghai. The student then can draw out this money to pay expenses while studying in Germany. They indicated that while we have a price advantage the visa procedures eliminate most of the advantage. Student’s preference is 1st US, 2nd Canada but most students go to UK.
  - They have a partnership with LaSalle College in Canada to offer a three-year diploma program in Suzhou. Students pay 30,000 rmb per year; Soochow University receives 20%, and LaSalle University employs the professors—most come from Canada. Approximately 30 students are admitted each year. Students would like to get a degree after graduation. They wondered if they could come to the UofR. I indicated that this should be possible and we would need to review the classes taken during the program to determine what credit could be given.
  - Jiangsu Province and the University of Toronto are investigating the establishment of a teacher-training program in Nanjing and Suzhou. The program would be a five-year program—three years in China and two years in Canada.
Meetings during trip in May and June 2006

1. Dubai (May 8 through May 14)

Primica—Meeting May 9\textsuperscript{th} through 11\textsuperscript{th}.

- We met with the principals of Primica and Procast to discuss the establishment of a campus in Dubai, which would offer our Faculty of Fine Arts Media and Production Studies program. The issues discussed included—academic and financial benefits, nature of the partnership, roles and responsibilities, funding and next steps. During the visit, we also visited the proposed initial facility, and met officials from the Canadian Consulate and some political and educational leaders in Abu Dhabi. Some of the people attending the meetings:
  - Dr. Basil Dayyani, CEO Primica Inc.
  - Dr. Haikel Hichri, Primica Inc.
  - Dr. Saleh Lashter, Chairman and CEO, Procast
  - Dr. Allan Cahoon, Vice President, Research and International
  - Mr. Ron Byrne, Assoc. Vice-President, Student Services
  - Dr. Sheila Petty, Dean Fine Arts
  - Dr. Alain Boutet, Director, Office of International Cooperation and Development
  - Larry Symes

2. Shanghai (May 18 through May 22)

Assisted Dr. Dongyan Blachford and Assistant Dean Rob Giberson with the visit of their class (BUD 408 AA) to CVIC SE’s facilities in Kunshan.

Joined the members of the UofR delegation led Dr. Cahoon, Dr. Alain Boutet, Dr. Dongyan Blachford and the members of BUD 408 at supper meeting with James Mitchell of Canadian Consulate on the evening of May 21st.

Meeting with Yangpu District Government and the Shanghai University of Science and Technology officials on May 22nd.

- People attending the meetings included:
  - Ma Jiefu, Mayor, People's Government of Yangpu District Shanghai
  - Wu Weiguo, Director, Foreign Economic Relations Commission of Yangpu District Shanghai
  - Shao Xiaoyan, Foreign Economic Relations Commission of Yangpu District Shanghai
  - Zhang Minghao, President, Shanghai University of Science and Technology (SUS&T),
  - Wu Fengyu, Director, International Exchanges, (SUS&T),
  - Jiang Guoxing, Professor, Office of Research-product Industrialization & University Enterprise Management, (SUS&T),
  - Ding Yuewei, Professor and Dean, Computing Engineering, (SUS&T),
  - Dai Ren, Professor & Director, Institute of Turbomachine (Power Systems), (SUS&T),
  - Chen Huang, Professor, Bldg Environment & Equipment Engineering, (SUS&T),
  - Dr. Allan Cahoon,
  - Dr. Dongyan Blachford
  - Larry Symes

- The delegation was given a brief tour of the District and visited Academicians Hall before meeting the Mayor for lunch. After lunch we went to the University where they were given a tour and had a very friendly meeting concerning possible areas of cooperation. From the reception received and discussions, they indicated that they were very interested in establishing a working relationship with us.

3. Changsha (May 22 through May 24)
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Hunan University

- People attending the meetings included:
  - Keli Lui, Chairman, Hunan University
  - Dr. Jing Zhang, Vice-President, Hunan University
  - Dr. Yaozhoug Wang, Executive Vice-President, Hunan University
  - Clark Zou, Director & Professor, International Programs, Hunan University
  - Liu ZhengGuang, Dean, School of Foreign Languages, Hunan University
  - Xia Xiaocai, Vice Dean, Meiya College of International Studies, Hunan University
  - Dr. Allan Cahoon,
  - Mr. Ron Byrne,
  - Dr. Dongyan Blachford
  - Dr. Gordon Huang
  - Larry Symes

- The main focus of discussions was collaboration with Meiya College and the UofR. There were individual meetings to discuss collaboration:
  - in Political Science and Public Administration
  - between International Offices
  - in Foreign Languages

- The University was invited to send a delegation, hopefully including President Hawkins, to the 80th Anniversary of Hunan University which will be celebrated on October 8, 2006.

- The two institutions signed a new agreement.

4. Xiamen (May 25 through May 27)

Xiamen University of Technology

- People attending the meetings included:
  - Dr. Huang Hongwu, President
  - Dr. Zhu Wenzhang, Vice President
  - Dr. Du Guirong, International Affairs Office
  - Liao Heshu
  - Mr. Lin Hongwei (Kevin)
  - Dr. Allan Cahoon,
  - Mr. Ron Byrne,
  - Dr. Dongyan Blachford
  - Dr. Gordon Huang
  - Dr. Alain Boutet
  - Larry Symes

- Explored with officials of Xiamen University of Technology re possible partnership to establish a joint program on their new campus and toured their new campus.

5. Jinan (May 29 through June 2)

Jinan Foreign Language School—May 29th

- People who attended the meeting:
  - Liu Shuyun, Principal
  - Larry Symes
  - Lily Song, CVIC SE

- The initial purpose of the meeting was to inquire if the Jinan Foreign Language School was interested in resigning the cooperation agreement with the UofR, which has expired. I outlined my current role at the UofR and our interest in expanding our international activities on campus and opportunities for our students and faculty to spend time abroad. During the meeting I introduced the possibility of expanding the agreement to include:
  - Having English Coop students teaching English in the school
  - Having Education students come to the school to teach after graduation or during their program.
Appendix 4

- A partnership with CVIC SE under which a student from the School who came to the UofR to study Computer Science and achieved good grades would be offered employment at CVIC SE upon return to China after graduation.
- Principal Liu was very interested in the possibility of expanding the agreement to include the above three activities. I discussed the partnership with CVIC SE with Dr. Jing Xinhai and he thought it was a good idea. When I returned to Regina, I talked to the Deans of Arts and Education.
- We were given a tour of their new Sanjain (Senior Middle School—grades 10 to 12) Campus located north and east of Jinan. After lunch, we had lunch with a group of school officials.

Shandong University of Finance—May 29th
- People who attended the meeting and the supper that evening hosted by Vice President Nie:
  - Nie Peiyao, Provost & Vice President for Academic Affairs and International Development
  - Professor Chu Dongsheng, Director, Division of International Exchange & Cooperation.
  - Dr. Yang Huiqin, Program Coordinator, College of International Education
  - Keith Klockow, English teacher
  - Larry Symes
  - Lily Song, CVIC SE
- The purpose of the meeting continued the February 2006 discussions to determine areas of possible collaboration.

Shandong University, Qilu Software College June 2nd.
- People who attended the meeting:
  - Xu QiaLiang, Professor, School of Computer Science and Technology,
  - Sun Yuqing (Ellen), Associate Professor, School of Computer Science and Technology,
  - Larry Symes
  - Lily Song, CVIC SE
- The main focus of discussion was how two UofR Computer Science faculty members, Cory Butz and Philip Fong, should proceed in order to come to Shandong for a portion of their upcoming sabbaticals. Professors Xu and Sun were happy to hear about the possibility and it was agreed that Professors Butz and Fong should email Professor Sun.
Meetings during trip in August and September 2006

1. Beijing

- Met with Yang ChangJu, Director and Mu Jielin, Deputy Inspector, State Administration of Foreign Expert Affairs, Cultural and Educational Experts to discuss University of Regina’s relationship. We also discussed frankly the petroleum conference that we were to have hosted with North East Petroleum University, which had to be cancelled at the last moment after some of the guests had received invitations.
- Met with Zhu Zeguang, General Manager, Esther (Lingling) Han and Cathy at China International Talent Development Center to discuss the possibility of an ESL partnership. ESL 30 and 40 in China and ESL 50 in Canada at U of R.
- Met with Andy Troung and Bryant Eaton to talk about possible partnership. I was invited to give a presentation about coming to study at the University of Regina to grade 12 students on September 28, 2007.
- Met with officials of China Central Radio and TV University. At the meeting, we discussed the possibility of a linkage with Saskatchewan Communications Network. This meeting was the result of an email sent to Ken Alexce, President of the Saskatchewan Communications Network (SCN) by Zhang Song (Pine) and a subsequent phone call I received on June 5, 2006 from Pine. They are interested in a partnership with SCN and I communicated their thoughts to SCN on my return.

2. Qingdao

- Met with officials of Qingdao University to explore further a partnership. I first explored this in February. It was agreed that we would try to develop an MOU to be signed on a future visit by either President Hawkins or Dr. Cahoon. To date the MOU has not been completed, but a draft has been received from them.
Appendix 4

Meetings during trip in September/October 2006

1. Beijing

Concord College of Sino-Canada—September 28th
- Met with Bryant Eaton and Bob Brass in the Guidance Office to talk about how to handle student applications. It was agreed that I would talk to Ron Byrne and request that he name a contact person at the UofR. They will attempt to batch applications to us and to pay us with a single cheque. They appreciated the UofR material including applications forms that I left with them and requested more. They also recommended that the UofR come regularly on recruiting visits.
- After the meeting, I gave a power point presentation and held a question and answer session with about 100 students. The turn out would likely have been larger if it had not been track and field day just before the October 1st National Day. On the way to the auditorium to give my presentation, Bryant pointed out the recognition that they post in the halls indicating previous scholarship winners and where the individual went to study in Canada.
- One young woman (Phyllis Han) was particularly interested in coming and taking a degree in Fine Arts.
- While I was able to answer most of their questions, the issue of English credit needed to be resolved. It was subsequently. Our policy is the same as some other Canadian universities that exempt their graduates from taking ESL, if they possess a Canadian grade 12 diploma from a school where classes are conducted in English.

Concord College of Sino-Canada—October 6th
- Introduced Minister Atkinson and Dr. Allan Cahoon to officials of Concord College of Sino-Canada, including Andy Truong, Executive Director and Mr. David Morris CCSC’s legal council. The meeting was very productive. Interest was expressed in cooperating with them to place their students who come to Canada for one semester’s study in Saskatchewan schools. It was agreed that Andy and I would develop a MOU for cooperation between the UofR and CCSC—signed February 2007
- After the meeting at the Beijing Concord College of Sino-Canada, we were taken to their new school, which opened in the fall. The new school, Canadian International School of Beijing (CIS) is located just east of the northeast corner of the Third Ring Road. It is a K to 12 school whose students are from abroad. Principal, Dr. Sharon Crabb and Charles K.W. Pang, Associate Director Operations and International, Beijing Concord College of Sino-Canada gave us a tour of the school. After the tour of the new facilities, we were treated to supper by CCSC.

2. Jinan

CVIC Software Engineering Co—October 9th.
- Minister Atkinson and President Hawkins and their delegations were given a tour of CVIC SE and a presentation outlining the history of CVIC SE, its areas of expertise and its long relationship with the University of Regina. Dr. Jing Xinhai, Chairman and CEO of CVIC SE, came to the University of Regina in February 1982 as a visiting scholar. Two UofR coop students (Aaron Liska and Jonathan Dolha) who were working at CVIC SE under the CVIC/UofR agreement joined the tour and presentation. The members of the delegations included:
  - Minister Pat Atkinson, Advanced Education and Employment
  - Randy Boldt, Assistant Deputy Minister
  - Heath Packman, Senior Ministerial Assistant
  - President Robert Hawkins
  - Marie-France Menc,
  - Dr. Allan Cahoon,
  - Dr. Dongyan Blachford
  - Dr. Larry Symes

Shandong Normal University—October 9th
While the other members of the delegation were at CVIC, Dr. Alain Boutet, Director of the Office of International Cooperation and Development met with officials at Shandong Normal University.

Shandong University—October 9th
• Everyone went to Shandong University. We were given a brief tour of the campus, including the new Crystal Materials Laboratory, and held meetings concerning collaboration. A lunch hosted by President Zhan Tao was held in Shandong University’s Hotel.

Shandong University of Finance—October 9th
• Dr. Symes was appointed as a visiting Professor of Shandong University of Finance.
• President Hawkins and President Shau Chongqing signed a Memorandum of Understanding that was witnessed by Minister Atkinson and Chen Guanghua, Deputy Director General, Shandong Provincial Education Department.

3. Xiamen

Xiamen University of Technology
• The purpose of the visit was to:
  ▪ Introduce Minister Atkinson and President Hawkins to officials of the Fujin Province, the City of Xiamen and Xiamen University of Technology.
  ▪ To hold discussion on the strategic collaborative partnership to establish a Joint International Undergraduate degree program between the UofR and Xiamen University of Technology.
• Dr. Sheila Petty, Dean of Fine Arts and Dr. Gordon Huang, Assistant Dean of Engineering joined the delegation.
• They had prepared a draft agreement for consideration. The UofR felt that some of the items in the proposal required additional investigation before they could be agreed to. While Drs Cahoon, Boutet, Huang and Symes were discussing the proposal other members of the delegation were given a tour of the new campus of Xiamen Technical University.
• We negotiated and signed an agreement which includes the following principles:
  ▪ To establish and operate a cooperative institution of post secondary education in Xiamen, China. After its establishment, it will be entitled to grant bachelor’s degrees and master’s degrees of University of Regina;
  ▪ Provide the highest quality educational experience that closely parallels U of R’s education in Canada;
  ▪ Foster internationalization and cross cultural understanding for faculty and students both in Regina and Xiamen,
  ▪ Develop a viable strategic partnership for the future that is mutually beneficial to both parties.
  ▪ Continue and expand exchanges between Xiamen University of Technology
  ▪ Continue and increase joint Undergraduate Program (2+2) Engineering
  ▪ Joint Graduate Program (1+1) Engineering
  ▪ Expand joint programs to other areas of mutual interest—e.g. Fine Arts
  ▪ Work to establish Joint International Degree Program to be offered in Xiamen using as a framework the current proposed draft agreement:
    o Create joint academic committee in Engineering
    o Create joint academic committee in Fine Arts
    o Create joint planning Committee
      • define expectations of both partners
      • define roles and responsibilities
      • develop a business plan for the creation of a cooperative educational institution,
      • work to create Cooperative Education Institute (CEI)
  ▪ Investigate other possibilities—Executive Management, ESL, etc.
• It was agreed that both institutions would name members of a task force to work on drafting a more detailed agreement.
Meetings during trip in November and December 2006

The majority of the meetings in India were to determine the level of interest institutions had in collaborating with the UofR in advance of a trip to India by Dr. Allan Cahoon, Vice President Research and International. The institutions visited are linked to the UofR through an international project (UGC/CIDA Project), of which I was the Canadian Project Director. That project was jointly funded by Indian University Grants Commission (UGC) and Canadian International Development Agency (CIDA) and was worked on from the mid 1980’s to early 1990’s. The project completed in February 1993, presented its results at a national seminar in New Delhi, a regional seminar in Ahmedabad and produced a three-volume report—“Design Model for a Computerizing University” that was distributed to all Indian universities.

Prior to the trip, I distributed a typical copy of our general memorandum of agreement—Appendix 7, our 2+2 agreement—Appendix 8, and our 1+1 agreement—Appendix 9 to the following institutions:

- Himgriri Nabh Vishwavidyalaya University (University in the Sky)—Dr. Binod Agrawal,
- Gujarat Law Society Institute of Computer Technology—Professor R. P. Soni,
- Mudra Institute of Communications, Ahmedabad (MICA)—Professor Arbind Sinha,
- Gujarat University—Dr. Sarla Achuthan,
- Dhirubhai Ambani Institute of Information and Communication Technology (DA-IICT)—Professor Sanjay Chaudhary
- Rajalakshmi Engineering College, Dr. K. Sarukesi

1. Beijing, China

Beijing Xingtao School—November 19th
- Visited the private school. It currently has 1,100 students enrolled in its kindergarten, elementary school, junior middle school and senior middle school. They are interested in expanding their linkage with Canadian institutions.

The Central University for Nationalities—November 19th
- Joined a meeting scheduled by Mr. Mark Duke Director of Finance, Luther College, and Mr. Robert Zhao Executive Director of International Science & Technology Development (ISTDC) to discuss collaboration.

2. Dehradun, India

Himgriri Nabh Vishwavidyalaya University (University in the Sky)—November 25
- Dehradun is a hill city about 240 km north of Delhi—drove there from Delhi
- Purpose of visit:
  - Dr. Binod Agrawal is Vice Chancellor of the new university, which is funded by a trust established by an industrial family that operates amongst other businesses ZeeTV. Dr. Agrawal was a member of the India Team that collaborated with the UofR on UGC/CIDA Project. Dr. Agrawal expressed interest in having Himgriri Nabh Vishwavidyalaya University (University in the Sky) collaborate with the UofR. Collaboration could extend to the establishment of a campus to the UofR in Dehradun at Himgriri Nabh Vishwavidyalaya University.
  - Attend the inauguration of and give a speech to the first classes offered by Himgriri Nabh Vishwavidyalaya University—Architecture.

Graphic Era Institute of Technology—November 25
- Before we left Dehradun to return to New Delhi we visited another private college. We were given a tour and met with senior officials including the Chairman, Kamal Ghanshala.
Appendix 4

3. Ahmedabad

Gujarat Law Society Institute of Computer Technology—November 27th
- Professor R. P. Soni who is now Director, Gujarat Law Society Institute of Computer Technology arranged the visit. During the UGC/CIDA Project he was with Gujarat University as Director of the Rollwala Computer Centre and the Project Director for the India Team. We were given a tour and met with senior officials including, N. R. Shah, Executive Director, Gujarat Law Society.
- The reaction to collaboration with the UofR was greeted positively.

Mudra Institute of Communications, Ahmedabad (MICA)—November 27th
- Dr. Arbind Sinha, who arranged the visit, came to the UofR for training in May 1990 under the UGC/CIDA Project. At that time, he was with the Indian Space Applications Centre.
- Dr. Atul Tandan, Director MICA visited the UofR in September 2003
- We were given a tour and met with several of the members of the faculty.
- The general reaction to collaboration with the UofR was positive.

Centre for Environment Education (CEE), Nehru Foundation for Development—November 28th
- Madhavi Joshi, who arranged the visit, came to the UofR for training in May 1992 under the UGC/CIDA Project. At that time, she was with the Indian Space Applications Centre.

Gujarat University—November 28th
- Dr. Sarla Achuthan, who arranged the visit, member of India Team--UGC/CIDA Project and during that time was a faculty member in Gujarat University’s B. K. School of Business Management. We met with several senior officials, including the new Vice Chancellor, Dr. Parimal Trivedi.
- The reaction to collaboration with the UofR was greeted positively.

Dhirubhai Ambani Institute of Information and Communication Technology (DA-IICT)—November 29th
- DA-IICT is located in Gandhinagar, the capital of Gujarat—about 45 minutes drive north of Ahmedabad.
- Prof. Sanjay Chaudhary, who arranged the visit, came to the UofR for training in May 1990 under the UGC/CIDA Project. At that time, he was with the Computer Science Department, Gujarat University. During the visit, I met with a group of faculty members and with senior administrators, including the Director, Dr. S. C. Sahasrabudhe.
- The reaction to collaboration with the UofR was greeted positively.

TALEEM Research Foundation—November 29th
- Dr. Binod Agrawal, Director, TALEEM Research Foundation, and Vice Chancellor Himgiri Nabh Vishwavidyalaya University arranged the meeting with TALEEM's staff. Dr. Agrawal was member of India Team--UGC/CIDA Project. At that time was Director of Development and Educational Communications Unit, Space Applications Centre, Indian Space Research Organization.

4. Mumbai

Shreemati Nathibai Damodar Thackersey Women's University (S.N.D.T. Women's University)—November 30th and December 1st.
- Dr. Vasudha Kamat and Dr. Jayashree Shinde met me at the airport. After checking in to the guesthouse on Bombay University north campus, De. Kamat took me to the main campus of S.N.D.T. Women’s University to meet with their new Vice Chancellor, Professor Chandra Krishnamurthy. We had very friendly meeting and S.N.D.T. Women’s University is interested in renewing and extending the MOU of collaboration with the UofR.
Appendix 4

- On December 1, I met with various faculty members. In the morning, most of the individuals were from the Education Technology Department and included Dr Vasudha Kamat, Dr Jayashree Shinde, Dr Veen Poonacha, Prof T J Mathew, Dr Sunanda Pal, Prof S K G Sundaram and Dr Rirlra Parikh. In the afternoon I met with Dr Smriti Swarup (Special Education), Dr Mira Desai (Multi-media), Dr Bishnupriya Dasgupta (Home Science), Dr Sunanda Chande (Home Science), Dr Reeta Sonawat (Head Dept of Human Development), Mr S. V. Bhagtani (Chemist), Dr. Vasudha Kamat and Dr Jayashree Shinde. The afternoon was concluded with a meeting with the Education Technology masters students. I gave a presentation about the UofR accompanied by some slides.

5. Pondicherry

Pondicherry University—December 3rd
- Drove to Pondicherry, about 170km south of Chennai to meet with officials of that University. During the visit, I was told that the salary for a professor at a state run university is 42,000Rs per month while at private colleges the salary is at least twice that amount. Further, the starting salaries for IT professionals range from 20,000Rs to 40,000Rs.

6. Chennai

Rajalakshmi Engineering College—December 4th.
- In the morning I inaugurated a web training session before being given a tour of the College, was introduced to several faculty members and the Vice Chair of the College. At the formal meeting with faculty, I gave presentation on studying at the UofR and answered questions.
- The reaction to collaboration with the UofR was greeted positively.

Anna University—December 4th.
- Paid a courtesy visit to the Anna University to meet the Vice Chancellor, Dr. D. Viswanathan.
- Anna University grants the degrees to the state sponsored and private colleges affiliated with it. In total, it has 400,000 students. During the meeting with Dr. D. Viswanathan, I was told that the participation rate for students who graduate grade 12 in Tamilnadu is 32% while the national average is 8%. Unfortunately, I was told later that out of every 100 students who graduate with a bachelor’s degree, 40 are unemployed, 30 are underemployed and 30 are employed appropriately. The issue is quality of education.
Meetings during trip in January 2007

1. Beijing

Concord College of Sino-Canada (CCSC)—January 12th
- I met with Andy Troung and Bryant Eaton. The outcomes of the meeting were:
  - It was agreed that we would sign an agreement between our two institutions. Andy will send me a draft agreement.
  - Andy and possibly his Chairman, Dr. Francis Pang, will visit the UofR in February to sign the agreement. Andy is coming to Canada at the end of January for three weeks along with a group of grade 10 students (~100). The students will visit universities across Canada and then stay for a week in New Brunswick before returning to China. This is an annual event to introduce CCSC students to Canada and to institutions and the programs they offer.
  - Four students have already expressed interest in coming to the UofR. One of these is Phyllis Han.
  - Andy suggested we consider establishing a Confucius College at the UofR. There is $300,000US available from the Chinese government for the establishment of a college. Colleges will be set up on a regional basis. The first in Canada is at UNB.
  - I will contact Ron Byrne to identify a contact person that Bryant can communicate with concerning applications—done. Bryant's office will ensure applications are completed correctly and will send them to the UofR in batches, accompanied by a single payment.
  - I indicated that if possible I would like to arrange for a meeting with Minister Atkinson and the Honourable Deb Higgins, Minister of Learning, so that we can continue the discussions initiated during Minister Atkinson’s October 2006 visit, on participating in the hosting program. Under this program high school students come to Canada for a semester. The parameters for the program are no more that 10 students per school, each student stays in home stay (one per household) and CCSC pays school and school board.

Canadian Embassy—January 25th
- I attended a reception hosted by the Honourable Mark Wartman, Saskatchewan’s Minister of Agriculture and Food. Other members of the delegation included:
  - Harvey Brooks Deputy Minister Saskatchewan Agriculture & Food
  - Doris Morrow, Saskatchewan Agriculture & Food, Market Development & Food
  - Scott Wright, Feeds innovation Institute, University of Saskatchewan
  - Harold Fast, Vice President, Fast Genetics
  - Tim Marshall, Director, Saskatchewan Trade and Export Partnership
  - Garth Gish, COO, Prairie West Terminal
  - Sydney Palmer, President, Canada Livestock Services
- The reception was a success with approximately 70 Chinese government and business leaders attending.

Beijing Airport—January 29th
- I met Andy Troung, Dr. Francis Pang Chair of CCSC, some CCSC faculty members and 85 students heading to Canada for their cross-country visit. I got the opportunity to talk to both Andy and Francis on the trip to Vancouver and got more details of the number of institutions and locations that they will be visiting. The importance of adding a stop in Regina to next year’s trip was significantly increased.
- Dr. Pang invited Evelyn and me, along with our daughter and son-in-law, Michelle and Greg, to join him, his son Charles and Andy for supper in Toronto on February 19th. We all had a wonderful evening.
Meetings during trip in February and March 2007

The visit to India was coordinated to coincide with the visit of a provincial delegation lead by Minister Eric Cline. When the evening of February 28th the majority of the delegation returned to Canada, Ron Byrne, Bob Schad and I flew to Ahmedabad. The members of the delegation included:

- Honourable Eric Cline, Minister, Saskatchewan Industry and Resources
- Mr. Glen Veikle, Assistant Deputy Minister, Saskatchewan Industry and Resources
- Ms. Cheryl Loadman, Manager, Saskatchewan Industry and Resources
- Ms. Angela Wasylynka, Director, Financial Services, Saskatchewan Trade & Export Partnership,
- Ms Dawn Zhou, President and CEO, Athabasca Potash Inc.
- Dr. Steven Franklin, Vice-President Research, University of Saskatchewan
- Mr. G.V. Shankar, Advisor Office of the Vice-President Research, University of Saskatchewan
- Dr. Allan Cahoon, Vice President Research & International, University of Regina
- Mr. Ron Byrne, Associate Vice President, Student Affairs, University of Regina
- Mr. Bob Schad, Acting Director, Office of International Cooperation & Development
- Dr. Larry Symes

1. New Delhi

High Commission (HC) Briefing – Friday February 23
- Mr. David McKinnon, Senior Trade Commissioner and Ms Claude Bibeau, First Secretary, S&T briefed the members of the delegation on trade and educational opportunities in India.

High Commission Reception – Friday February 23
- High Commissioner Malone hosted a reception at Canada House for the Saskatchewan delegation. Approximately 70 Indian business and educational leaders attended.

Zee News – Saturday February 24
- A group from the delegation visited Zee News facilities south of New Delhi. The purpose of the visit was to sign a memorandum of agreement with a new university, Himgarh Nabh Vishvavidyalaya University (University in the Sky), which has been established by a trust created by Zee News in the city of Dehradun. Minister Cline witnessed the partnership agreement, which in addition to exchanges, envisages offering UofR programs and degrees in India. In addition to the signing, the delegation was given a tour of Zee’s facilities and held discussions concerning other possible areas of collaboration with Saskatchewan, including mining. Attending the meeting were:
  - Mr. Laxmi Narain Goel, Chairman, Zee News and Member, Governing Board Himgarh Nabh Vishwavidyalaya University,
  - Dr. Binod Agrawal, Vice Chancellor Himgarh Nabh Vishwavidyalaya University and Director, TALEEM Research Foundation,
  - Mr. Prashant Gupta, GM Services, Odeon Builders PVT Ltd.
  - Mr. Sanjay Guta, CEO, Shirpur Gold Refinery Limited

National Association Software and Services Companies (NASSCO)—Monday February 26
- The delegation met with Dr. Kiran Karnik, President of NASSCO, the major information technology association in India. Dr. Karnik provided an overview of the Indian software industry. Twenty-five percent of their companies are global. The aim for the future is to make India a major base in the global IT industry. They have used a strategic approach to growing their industry from one that was one of the smallest in the 1990s. They have today, $32 billion in exports, $15 billion domestic work and the total industry is worth $50 billion with 1.6 million people employed in the industry. They see the industry as having a 4X multiplier on jobs that support the industry.
Appendix 4

• India is looking at how to scale the industry internationally. Most of their IT capacity is not
directed at the domestic market, this is changing. They see that with both these factors at play,
they do not have enough skilled workers and the quality of work is uneven. The education system
needs to be improved and they are looking for partners inside and outside the country to help them
grow this sector. They are looking at how they can encourage education institutions to come to
India and set up operations to train employees. They need outside expertise. They also have
money to encourage R & D in India but again the need is for quality research. Indian firms also
want to buy new areas of technologies. Looking at partnerships: more R&D, nanotechnology, IT
ownership, advancing information sciences, general research on emerging areas and engineering
services.

Himgiri Nabh Vishwavidyalaya University (University in the Sky)—February 26th

• Dr. Agrawal took Bob Shad, Ron Byrne and me to ZeeNew’s guesthouse for lunch and to hold
discussions on the next steps to be taken in forming the partnership between the UofR and Himgiri
Nabh Vishwavidyalaya University (University in the Sky). The discussions were wide ranging
and it was agreed that in preparation for the next meeting in May 2007, Bob and Binod would
exchange material via email.

2. Chennai

Rajalakshmi Engineering College—Tuesday, February 27th, 2007

• We met with officials of the Rajalakshmi Engineering College and signed a General MOU (see
APPENDIX 7 for template). Minister Cline witnessed the signing.
• During the discussion it was noted that while India graduates 400,000 engineers per year, only
about 25 percent are employable due to inadequate preparation. The Rajalakshmi representatives
commented that there are challenges around visas for student wishing to study in Canada. They
indicate that experience in getting visa to go to the U.K. is very positive when compared to dealing
with Canadian. They wonder why the two cannot be similar. This is part of the challenge of
promoting relations with Canada and Saskatchewan.

• Attending from the College were:
  ▪ Mr. S. Meganathan, Chairman
  ▪ Dr. K. Sarukesi, Principal,
  ▪ Dr. S.N. Soundararajan, Dean Management Studies,
  ▪ Dr. M.C. Ramaswamy, Director Research,
  ▪ K. Sampath Kumar, Administrative Officer,

3. Bangalore

WIPRO Technologies—February 28th

• The delegation met and had lunch with officials of WIPRO Technologies, India’s 3rd largest IT
Outsourcing firm. We were given a tour and presentation of WIPRO and it range of services.
  ▪ Revenue for 2nd quarter 2006-2007, $589 M US
  ▪ Offices in 45 countries providing services to 593 active customers,
  ▪ 40 development centres with 10 being near-shore centers—3 in North America (Windsor
Ontario), 5 in Europe, 1 in China and 1 in Japan.
  ▪ 61,000 employees of whom 5,000 work in North America, Europe and Asia and another
5,000 are global roaming consultants based in India that visa ready to go to a customer site.

• Arrangements for the visit were made through Vipin Gupta a graduate of the UofR. Elaine Brouca,
a Trade Commissioner with the Canadian Embassy in New Delhi, joined the delegation for the
visit. Attending from the WIPRO were:
  ▪ Vipin Gupta, Group Head,
  ▪ Ganesh Prabhu, General Manager, Canada Delivery & Operations for Telecom Providers
  ▪ Manish Thomare, Delivery Manager (including some Canadian Accounts)
Appendix 4

- Deepak Mittal, Group Head, Bid Management
- Amit Alavadi, Business Development

4. Ahmedabad

Anand Niketan School and Galaxy International School—March 1st

- We met with officials of Anand Niketan School and Galaxy International School. They had expressed interest to Dr. Agrawal in establishing a school in Ahmedabad that would offer the Saskatchewan high school curriculum and diploma. The two primary reasons for this interest are:
  - Non Resident Indians in North America are interested in sending their children to India for education and want them to receive a North American recognized diploma.
  - Indian parents would like to send their children abroad for post-secondary education.

- Attending the meeting were:
  - Ms Nashy (Nancy) Chauhan, Principal
  - Mr. Mangal Kamal, Managing Trustee, Anand Niketan School
  - Mr. Ishwar Naik, Consultant to Anand Kiketan School
  - Binod Agrawal, Vice Chancellor Himgiri Nabh Vishwavidyalaya University and Director, TALEEM Research Foundation
  - Ron Byrne
  - Bob Schad
  - Larry Symes

Dhirubhai Ambani Institute of Information and Communication Technology (DA-IICT)—March 1st

- Met with the Director and faculty members to sign a General MOU (see APPENDIX 7 for template). The Reliance Group created DA-IICT through a trust they established. The agreement with the UofR is DA-IICT’s second international collaboration agreement. The other is with a French University

- Attending the meeting were:
  - Dr. S. C. Sahasrabudhe, Director,
  - Professor Sanjay Chaudhary,
  - Professor Naresh Jotwani,
  - Professor Prabhat Ranjan,
  - Dr. Sanjeev Gupta, Professor
  - Binod Agrawal, Vice Chancellor Himgiri Nabh Vishwavidyalaya University and Director, TALEEM Research Foundation
  - Ron Byrne
  - Bob Schad
  - Larry Symes

National Institute of Co-operative Management—March 1st

- Visited the National Institute of Co-operative Management briefly to pay our respects to Dr. M. N Desai. Dr. Desai, amongst his other responsibilities, is currently Secretary, Council of Post Graduate Management Studies at the Institute. When the UofR was working on the collaborative project with India (UGC/CIDA Project), Dr. Desai was Vice Chancellor of Gujarat University.

Gujarat Law Society (GLS) Institute of Computer Applications—March 2nd

- Met with officials to sign a General MOU (see APPENDIX 7 for template). Professor R. P. Soni was the Indian Team Project Director on the UGC/CIDA Project.

- Attending the meeting were:
  - N. R. Shah, Executive Director, Gujarat Law Society
  - Sudhir I Nanavati, Senior Advocate and Honorary Secretary Gujarat Law Society,
  - Dr. M. N. Desai, Coordinator, Professional Courses, Gujarat Law Society
  - Professor R. P. Soni, Director, GLS Institute of Computer Technology
  - Dr. Binod Agrawal, Vice Chancellor Himgiri Nabh Vishwavidyalaya University and Director, TALEEM Research Foundation
Appendix 4

- Ron Byrne
- Bob Schad
- Larry Symes

Mudra Institute of Communication Ahmedabad (MICA)—March 2nd
- Met with officials to sign a General MOU (see APPENDIX 7 for template).
- Attending the meeting were:
  - Dr. Atul Tandan, Director,
  - Prof. Naval K. Bhargava
  - Prof. Arbind Sinha
  - Binod Agrawal, Vice Chancellor Himgiri Nabh Vishwavidyalaya University and Director, TALEEM Research Foundation
  - Ron Byrne
  - Bob Schad
  - Larry Symes

Gujarat University—March 2nd
- Met with officials to sign a General MOU (see APPENDIX 7 for template).
- Attending the meeting were:
  - Dr. Parimal Trivedi, Vice Chancellor
  - Dr. A. V. Bhandari, Registrar
  - Mr. Minesh S. Shah, Chief Accounts Officer;
  - Dr. Sarla Achuthan, Director, B.K. School of Business Management
  - Prof. Archana R. Dholakia, Director, School of Social Sciences
  - Dr. Baldev Patel, Dean, Faculty of Science,
  - Sudhir I Nanavati, Senior Advocate and Executive Council Member,
  - Mr. Jayesh Thakker, Executive Council Member,
  - Mrs. Vaishali Padiyar, Development Officer,
  - Binod Agrawal, Vice Chancellor Himgiri Nabh Vishwavidyalaya University and Director, TALEEM Research Foundation
  - Ron Byrne
  - Bob Schad
  - Larry Symes
F. Recommendations

The following recommendations are listed below in the order in which they appear in the paper:

**Recommendation 1:** Minimise potential that policy and rules will erode faculty initiative

**Recommendation 2:** Centralise common elements where possible. Decentralise by putting resources where the responsibility and the needs reside, and ensure common principles where separate offices exist.

**Recommendation 3:** Incorporate an explicit international dimension into the goal statement of the university.

**Recommendation 4:** that the university develop and endorse a definition of internationalisation.

**Recommendation 5:** Within the scope allowed by budget realities, the academy should provide the Office of Marketing and Student Recruitment with a mandate and the resources to continue recruitment in the U.S.A., and to expand recruitment in Asia and the rest of the Americas.

**Recommendation 6:** Before an agreement is signed, it must meet the academic needs of the academy and be consistent with the principles in place for the approval on international projects and agreements.

**Recommendation 7:** Ensure that for every agreement, there is at least one champion at each university with the time and resources to dedicate to the intended results of the agreement.

**Recommendation 8:** The ILO should monitor the actual results of each agreement, compare this with the intended results and not renew those that have not adequately met expected outcomes.

**Recommendation 9:** Without unnecessary intrusion and without the creation of additional administration, the ILO should explore mechanisms that will help the office understand the nature and the extent of the international connections in research conducted at the university.

**Recommendation 10:** The ILO should ensure that faculty understand the respective roles of the Faculty and the ILO regarding visiting scholars.

**Recommendation 11:** When the visit is under the auspices of an institutional scholarship or fellowship, and there is no single Faculty that could be regarded as the host faculty, the ILO must provide appropriate hospitality, office space and the tools necessary for the scholarship in question. This means that some office space and computers must be available to the ILO for this purpose.
Appendix 5

Recommendation 12: The ILO should provide Alumni Association membership for departing visiting scholars. In addition, a copy of any ILO publication should also be sent to each visiting scholar (alumnus).

Recommendation 13: Where there is an apparent unwillingness or inability, on the part of our students, to participate in a particular exchange, the ILO should assist the faculty in understanding how to remedy the problem. If a solution cannot be found, the exchange agreement should be discontinued.

Recommendation 14: The ILO should develop a collaborative relationship with the Co-operative Education office at the University of Regina.

Recommendation 15: The University of Regina ILO should coordinate information sharing on international prospects and initiatives within the university.

Recommendation 16: The University of Regina should encourage the three major Saskatchewan post-secondary institutions to:

  _ Consult regularly on international prospects and initiatives, and
  _ Meet regularly with appropriate provincial government departments.

Recommendation 17: The University of Regina President’s International Committee should be provided with regular reports on the nature and the content of these consultations.

Recommendation 18: Overhead funds collected by the ILO should be reinvested to support existing projects and to develop new international opportunities (projects, exchanges, etc.). For example, this funding could provide for:

  _ travel costs to visit World Bank offices to secure International Financial Institution funding contracts
  _ seed funding for faculty members to develop funding proposals

In addition, the allocation process should be collegial and designed to reflect the collective wisdom of the academy. The new (as of late 1998) President’s International Committee or a sub-committee of this group may be in the best position to provide advice on mechanisms for the allocation of these funds.

Recommendation 19: Fees:

  _ Full cost recovery fees should be charged only on selected unique or high demand programs, and only where the program is offered as a package to an international government, agency or business, as is done currently in the Engineering Faculty. There is also room for differentiation based on:
    ➢ Short courses
    ➢ Certificate programs
    ➢ Degree programs.
  _ Modest differential fees should be charged on all other programs.
The differential (the amount above normal tuition fees charged to Canadian students) should be used to:

- Fund the student and faculty supports that are essential for international students and scholars, and
- Contribute toward a fund that provides scholarships to international students unable to pay the high cost of study in a developed country like Canada.

Recommendation 20: If the University is to take seriously the recruitment of international students, it must:

- Conduct market analyses
- Establish principles and a focus to recruitment
- Work with both federal and provincial levels of government to minimise visa restrictions and processing time
- Appropriately resource the recruitment process, and
- To maximise the return on this investment, it must appropriately resource international student services

Recommendation 21:

- Staff must be trained to handle international recruitment and inquiries.
- A specialised admissions process should be created to expedite international admissions.
- International credentials must be assessed expeditiously before admission.
- To reduce fragmentation of services, the academy should consider the integration of support services.
- Within the scope allowed by budget realities, the academy should allocate adequate resources to ensure the success of international scholars at the university.

Recommendation 22: The university should initiate a formal discussion of the issues related to the use of international activity as a basis for promotion and advancement.

Recommendation 23:

- The university should identify and use a rigorous project evaluation model that will provide the data and the information necessary to improve projects and to institutionalise the lessons learned.
- In the interests of objectivity, and to provide a baseline for comparison, the university should periodically employ a third party to evaluate a completed project.

Recommendation 24: The University must decide if it should use recruiting agents. Discussion of this issue with other universities in Canada should develop a better understanding of:

- The mechanisms used by other institutions to ensure recruiter integrity, and
- Of the utility of this tool.
Before expanding its use of agents as recruiting partners for international students, the University of Regina should, in 2001 or 2002, evaluate the results of its agent relationship with the CEC Network.

Recommendation 25: The cost of negotiations and bids should be shared between the faculty and an institutional base. The decision to underwrite this cost from an institutional perspective should be made by a working group of the President’s International Committee.
AGREEMENT REGARDING RECRUITMENT OF INTERNATIONAL STUDENTS

Parties to the Agreement

University of [Redacted]

University of [Redacted]

Shandong Shanda Uni Education Exchange Co., Ltd (SSUEE)

2F Sanquing Huiwenxuan Building
65 Jingbi Road
250014 Jinan
P.R. China

1.0 Purpose of the agreement

This agreement replaces and supersedes any previous agreement existing among the parties.

This agreement serves to articulate a relationship by which SSUEE is authorized by the university to recruit students for admission to the eligible programs. It defines assumptions, expectations, requirements and practices between the parties and will be reviewed annually by all parties.

All students recruited by SSUEE for any program are subject to the formal acceptance policies and regulations of the program. Recruitment by SSUEE does not guarantee admission to the university.

This relationship will provide representation for the university and will entitle SSUEE to publicize its official status as a representative.

2.0 Scope of the agreement

This agreement deals with the recruitment and referral of students by SSUEE for study in the English program of the and/or undergraduate academic programs conducted by the University of [Redacted]. Graduate programs (postgraduate diploma, postgraduate certificate, Masters, Doctoral, Postdoctoral) are not included.
The parties agree that this agreement is non-exclusive and leaves both parties free to contract with other partners for the types of services and payments named herein. Both parties agree to act in good faith to achieve the spirit of this agreement and to protect each other's good names. Both parties further agree not to undertake ventures or agreements intended to undermine or harm the specific interests of the other.

3.0 Duration of the agreement

This agreement shall remain in effect for one calendar year from the date of final signature by the two university signatories. Either party may bring about termination of the agreement by providing the other with 30 days written notice.

Normally all parties will review the agreement before the expiry date. In cases where circumstances prevent review by all parties, the terms of this agreement shall remain in effect until an appropriate course of action is agreed upon by the parties.

4.0 Responsibilities of the parties

4.1 SSUEE agrees to:

4.1.1 actively promote programs of the and the

4.1.2 recruit students either directly or through linkages with educational and other institutions in China.

4.1.3 follow guidelines in all matters relating to student registrations.

4.1.4 strive to ensure the accuracy and authenticity of all documents submitted to the on behalf of each student.

4.1.5 provide accurate and precise information about all fees charged to the student by the and the.

4.1.6 provide accurate information to prospective students about: a) the University of ; b) the ; and, c) the City of .

4.1.7 ensure that any information provided by the and/or on potential students/clients is used solely for the purposes of registering students for or programs.

4.1.8 cooperate with the and the in development of suitable promotional materials and approaches.

4.1.9 provide opportunities for promotion of the and the in appropriate print and non-print media such as listings on pamphlets and websites.

4.1.10 charge only reasonable fees to students for services provided, in keeping with market conditions. The amount and nature of such fees must be disclosed to representatives of the and the, when requested.

4.1.11 inform representatives of the and the, whenever requested, about progress in recruitment and building linkages in China.

4.1.12 advise the and the on market conditions and trends in China.

4.1.13 follow relevant and or policies for fee payment and for making refund payments to students, when required.

4.2 The University of Saskatchewan and the agree to:

4.2.1 identify SSUEE as an approved and official partner of the and

4.2.2 pay commission to SSUEE or recruitment of individual students to ESL and undergraduate degree programs, as specified in 5.0 of this agreement.

4.2.3 provide orientation for SSUEE including clear statements of relevant policies, procedures and guidelines to be followed in recruiting students.
4.2.4 provide a certificate or other display confirming the status of SSUEE as an official partner of the University of Reading.
4.2.5 include SSUEE in any lists of approved partners when providing such information to prospective students or institutions in China.
4.2.6 provide to SSUEE on a no-charge basis, sufficient information materials to allow SSUEE to carry out its responsibilities.
4.2.7 keep a record of all students who register and pay their fees as a result of recruitment and referral work by SSUEE and communicate as required to allow for accurate calculation of commission.

5.0 Commission structure (all figures in Canadian dollars)
Commission will be paid to SSUEE for recruitment and referral of students both to full-time ESL and undergraduate degree programs. The agreement may be expanded to include other programs by agreement among the parties.

5.1 Full-time 10-week intensive English program (ESL)
5.1.1 Commission shall be 10% of full Tuition for a total of four consecutive terms.

5.1.2 In the case where a student withdraws prior to the beginning of a term and either has not paid the Tuition Balance or the University refunds the full Tuition Balance, no commission will be paid.

5.1.3 In the case where a student withdraws in writing before the end of the second Friday of instruction, and is eligible for a refund of 50% of the Tuition Balance, commission will be 10% of the non-refundable amount.

5.2 Undergraduate degree programs
5.2.1 Commission will be $1,000 for each referred student admissible to an undergraduate program when no ESL program is undertaken by the student.

5.3 Combination ESL and undergraduate programs
5.3.1 In cases where a student proceeds to an undergraduate degree program after ESL study in the University and where the University has paid commission regarding ESL study, the total commission payable for the two programs will be a maximum of $1,000.

6.0 Commission payment
6.1 Full-time 10-week intensive English program (ESL)
6.1.1 Commission will be paid to SSUEE separately for each term of a referred student's study at the University.
6.1.2 SSUEE will submit a separate invoice to the University for each term identifying all eligible students and claiming the appropriate commission total. The payee and the method of payment will be clearly identified on the invoice.
6.1.3 Appropriate commission payment will be made after the second instructional Friday of the term (the date after which no tuition refund is available).

6.2 Undergraduate degree programs
6.2.1 Commission will be paid to SSUEE for the first year of a referred student's full-time study.
6.2.2 SSUEE will submit a separate invoice to the University for each term identifying all eligible students and claiming the appropriate commission total. The payee and the method of payment will be clearly identified on the invoice.
6.2.3 Commission will be payable in two equal installments during the student's first year of study. Provided that the student's tuition has been paid, commission will be paid in response to appropriate invoices as soon as possible after September 30 and January 30.

6.3 Combination ESL and undergraduate programs
6.3.1 Commission for ESL study will be paid as outlined in 6.1, above.
6.3.2 Commission for undergraduate degree programs will be paid as outlined in 6.2 above.
6.3.3 All invoices will be submitted to the

7.0 Definition of Commissionable Recruitment
7.1 SSUEE shall be eligible for commission for recruitment of a student when:
   7.1.1 a student registers and begins a program at the / and SSUEE is able to claim sole responsibility for referring the student.
   7.1.2 after completing the period for which SSUEE submitted registration and earned commission, the student registers for an additional, consecutive term. Once a student discontinues for a term, the commission-eligible period will end.
   7.1.3 after completing a period of study in the , the student begins a undergraduate degree program at the first reasonable opportunity.
   7.1.4 the / has asked that SSUEE assist the student or communicate with the student.

7.2 Commission will not be paid to a partner when:
   7.2.1 the student has previously studied at the / other than through the efforts of SSUEE.
   7.2.2 the / has provided a full refund or refund of the Tuition Balance to the student.

8.0 Liability

Under the terms of and for the duration of this Memorandum, the / and / assume no responsibility, legal or otherwise, for actions, intentional or otherwise, of SSUEE. The / and / will not be held responsible for any monies, fees, deposits collected by SSUEE. Violation of the laws of China or Canada by SSUEE will result in immediate termination of this MOU or conclude any relationship, formal or implied, between SSUEE and the /.

9.0 Signature of official representatives of the parties to the agreement.

[Signatures and dates redacted]
Memorandum of Understanding
Between

XXXXXXXXXXXXXXXXXXXXXXXXX

and

[UNIVERSITY OF REGINA]

In order to achieve a successful and sustainable partnership, the University of Regina, Canada and XXXXXXXXXXX, XXXXXX endorse this Memorandum of Understanding.

Both institutions will make every reasonable effort to encourage direct contact, educational, and research cooperation between their constituents, including students, faculty members, departments, and research institutes, and will endeavour to cooperate in the fields with which both institutions are concerned. Within spheres that are mutually agreed to, these institutions agree on the following general forms of cooperation:

1. Joint educational and research activities;
2. Exchange of academic materials and academic publications;
3. Exchange of faculty members for research, lectures, and discussions;
4. Exchange of students for study and research.

Themes of joint activity and the conditions for utilising the results achieved and arrangements for all forms of cooperation including visits and student exchanges, will be negotiated for each specific case. Both institutions understand that all financial arrangements will be negotiated and identified in an Exchange Agreement prior to the commencement of the associated activities.

It is understood that the implementation of this Memorandum of Understanding will commence on the day of signature, and will continue thereafter for five years, subject from time to time to revision or modification by mutual agreement. Representatives from both institutions will discuss the terms of a renewal at least six months prior to the natural termination of the current Memorandum of Understanding.

This Memorandum of Understanding is made in duplicate in English, the two texts being equally authentic.

Signed in ____________________, on the ____ day of XXXXXXXX, XXXX

[name]
[title]
[institution]

Signed in Regina, Canada on the ____ day of XXXXXXXX, XXXX

Name of President
President
University of Regina
Joint International Undergraduate Degree Program Agreement between

XXXXXXXXXXXXX

and

The Cooperative Agreement on Academic Exchange between the University of Regina and XXXXXXX University as it relates to joint undergraduate international degree program shall be specified as follows:

Program Description
1.1 The University of Regina and XXXX University will work toward a collaborative international degree program at the undergraduate level, in the Faculty of XXXX, in the XXXX program. Other appropriate areas of mutual interest can be pursued at a later time subsequently or in parallel with this collaboration.

1.2 A maximum of XXXX students per year will be accepted by the University of Regina under the collaborative program in XXXX. Students participating in the collaborative initiative will complete their first two-year equivalent component at XXXX University and then complete senior level studies (two years of full-time enrolment) at the University of Regina to obtain a Bachelor of XXXX degree from the University of Regina.

Admission Requirements
2.1 Student applications and supporting documents will be coordinated and processed by University of Regina’s Admissions Office. A joint academic committee consisting of three members from each institution will be formed to ensure that the curriculum for both the first portion in XXXX University and the remaining courses in Regina meets the course pre-requisites for the undergraduate degree in XXXX of both institutions. Before a student may enroll in the joint undergraduate program in XXXX at the University of Regina, prior approval of the courses from XXXX University that will contribute to the program is required. It is incumbent on the partner institutions to provide detailed description of the courses that will be identified in an Appendix to this agreement. The description must include a syllabus for each course and provide information on the number of contact hours, as well as other course requirements (e.g. laboratory component). The program will be designed to provide for a uniform standard across partner institutions and ability to transfer credit to and from both institutions. The programs of study will be integrated in such a way as to permit that qualified students can complete the program in 4 years of full-time study and continue their studies beyond this program if desired.

XXXX University will recruit students for the collaborative undergraduate degree program using the criteria and guidelines established by the joint academic committee. After the completion of the first year of study at XXXX University, the joint academic committee will evaluate the students. Only those students who meet the criteria pre-defined for the program will be eligible to continue their studies at the University of Regina.

Students can transfer credits (not available for seminar or project work) to the University of Regina for the courses approved under the collaborative undergraduate degree program that were successfully completed at XXXX University. Transfer credit will be given for approved courses successfully completed that meet the minimum grades established for this program. Decisions pertaining to transfer credit will be relayed to the Admissions Office at the University of Regina for review and forwarding to the Faculty of XXXX as needed.
2.2 The course requirements and admission regulations for this joint international undergraduate degree program will be updated as the curriculum at either institution is updated in the future. At least six months prior to a proposed change being implemented, the University of Regina and XXXX University shall provide the joint academic committee with the proposed program updates for comment to ensure that degree requirements are met. As noted in Appendix 1 to this agreement, and on the basis of approved courses equivalents, the University of Regina Faculty of XXXX and XXXX University will map out the courses that constitute each half of the joint undergraduate program, with minimum grades noted. This information will be reviewed in the light of changes in XXXX University’s offerings and/or in the University of Regina, Faculty of Engineering Program.

2.3 The University of Regina retains the right to approve final admission decisions for all students. The University of Regina will issue unconditional admission letters, based on requirements for English language proficiency, the students’ high school transcripts and their first year's performance at XXXX University. The following are the requirements referred to in 2.1 of this agreement. It is understood that this joint program is defined in three stages and that the students may be asked to discontinue for poor performance in any of these three stages:

   2.3.1 Minimum of 54 credit hours, including equivalent prerequisites at XXXX University with a grade average established by the Faculty of Engineering at the University of Regina
   2.3.2 Evidence of English language proficiency as approved by the University of Regina
   2.3.3 Completion of all other program requirements at the University of Regina

2.4 Upon formal application to the University of Regina, students are required to demonstrate English language proficiency, and current standard tests include: TOEFL, IELTS, Can TEST and MELAB. The required performance level for each of the foregoing tests is posted on the Admissions Office web page (www.uregina.ca/admissions/undergraduate/elp.shtml). Those students, who do not meet the English language proficiency entrance requirement, at the time of application, but have met all other academic admission requirements of the University of Regina, must complete the English as a Second Language (ESL) Program at the University of Regina. Those students will be given a placement test upon arrival at the University of Regina that will be used to assign them in an English as a Second Language (ESL) Program at the appropriate level. After successful completion of ESL level 050 in a timely manner, and having met all other academic admission requirements, the students will then be formally enrolled in senior level studies at the University of Regina.

2.5 While in Regina, accepted students under this program will have full access to health care and educational facilities such as library, laboratories, and recreational facilities. Students will have access to all services provided by the International Student Success Office. During their first year at the University of Regina, students normally live in residence on campus.

2.6 The International Student Success Office will facilitate provision of necessary documents to students for applying for a re-entry visa during holidays.

Administration of the Agreement
3.1 XXXX University will provide the following original student documents, and corresponding English translations, to the University of Regina upon completion of the first year of the student’s program at XXXX University:

   3.1.1 Student personal file (Application Form)
   3.1.2 Official TOEFL score or equivalent, as outlined in 2.4, that must come directly from the testing agency
   3.1.3 Identification photo
   3.1.4 Official transcripts of first year of study under this program at XXXX University
3.2 Students may not normally transfer from the joint international undergraduate degree program to any other degree program at the University of Regina. If students wish to apply for admission to another Faculty, they will be required to meet all requirements of Faculty to which they wish to apply to be admitted, including provision of any additional documentation that may be required. If students apply to another program, the one-time joint international undergraduate program fee will not be refunded, and transfer of credits from the original program to the new program is not guaranteed. Students are responsible for notifying Immigration Canada regarding their change of program outside of the Joint International Undergraduate Program.

3.3 In accordance with visa regulations, students must continue to be registered as full-time students in each semester throughout the duration of their program.

3.4 Students will be required to attend an orientation session on the University of Regina academic and non-academic regulations.

3.5 Students must sign a declaration acknowledging their understanding of these requirements for admission from the program outlined in this agreement, to University of Regina program. The University of Regina’s Admissions Office will keep record of the signed declaration. No students will be accepted in the joint international undergraduate program without the declaration being provided as part of the admission process.

3.6 Both institutions understand that all financial arrangements with respect to this joint international degree program will be identified and communicated in an appendix to this agreement, prior to the commencement of the associated activities.

Agreement Guidelines

4.1 The University of Regina has the right to discontinue a student when a student’s academic performance does not meet the minimum requirement, or a student is involved in academic or non academic misconduct, or a student fails to assume the responsibilities defined in Section 3, or poor health does not permit a student to continue normal study, or student leaves voluntarily, but has not received approval for withdrawal. Should a student be required to discontinue or leave the program, the University of Regina’s International Student Success Office, after consultation with the Faculty of XXXX, will copy the letter of discontinuation or withdrawal to XXXX University. Similarly should XXXX University discontinue a student, or the student leaves the program, XXXX University is to notify the University of Regina’s International Student Success Office. Tuition refunds for credit hours taken through the University of Regina are governed by the policies in place at the University of Regina.

4.2 In case of a dispute between the University of Regina and XXXX University, the two institutions will make every effort to reach a settlement through negotiation. Should the matter not be successfully resolved, it will be submitted to a mutually agreeable mediator for a non-binding opinion. If this does not achieve resolution, it will be submitted to a single arbitrator, whose decision shall be binding and final, i.e., there is no right for appeal.

4.3 The University of Regina will apprise students about basic laws and regulations regarding visa students living, studying and traveling in Canada. Students must obey such laws and regulations. The University of Regina will not provide any protection to students who violate Canadian Laws.

4.4 The University of Regina is not responsible for students’ expenses, including:

4.4.1 Domestic and international traveling expenses
4.4.2 Life insurance and property insurance
4.4.3 Financial loss due to natural disasters and other accidents
4.4.4 Medical expenses not covered by the provincial or student health plans

For accidents, any dispute will be resolved according to the relevant provincial and/or federal laws and regulations.
4.5 Notwithstanding the termination of this agreement as provided in Paragraph 5.1, it is agreed that any student, who at the date of termination has been accepted for the program and has commenced a course of study at the host institution, may complete that course of study under the terms of this agreement.

4.6 This agreement shall be governed and construed in accordance with the laws in force in The Province of Saskatchewan, Canada.

**Agreement Schedule**

5.1 This agreement will be effective on the day of signature, and will continue thereafter for 5 years.

5.2 This agreement may be modified in the future by mutual consent. Either institution with a minimum of 12 months advanced notice, in writing, may terminate this agreement.

5.3 No less than six months prior to the termination of this agreement, the two institutions will discuss the possibility of a renewal of the agreement.

Signed in: XXXXXXXXXXX

On the XX of [month] [year]

_____________________________   _____________________________
[name]        Name of President
President      President
XXXXXUniversity     University of Regina
[city], [province], [country]    Regina, Saskatchewan, Canada
Joint International Graduate Degree Program Agreement between

XXXXX University
and the
University of Regina

The Cooperative Agreement on Academic Exchange between the University of Regina and XXXXX University as it relates to a joint international graduate degree program shall be specified as follows:

Program Description

1.1 The Faculty of Graduate Studies and Research at the University of Regina, and XXXXX University will work toward a collaborative international degree program at the graduate level in the Faculty of Graduate Studies and Research (FGSR) as sponsored by the Faculty/Department of XXXXX at the University of Regina.

1.2 Students participating in the collaborative initiative will complete a defined portion of the program at XXXXX University and then complete the remaining degree requirements at the University of Regina towards a Master of XXXXX degree from the University of Regina. The target number of students per year from XXXXX University for admission to the joint collaborative program is currently XX.

Admission Requirements

2.1 Students must meet the admission requirements for entry to a master’s program at the University of Regina. Applicants are to have a four-year Bachelor's degree, or equivalent degree, in the specific discipline, or a closely related one (subject to approval by FGSR), from an accredited university-level institution, and an overall academic standing equivalent to the University of Regina's minimum for admission of 70%. The equivalent minimum for degrees granted by foreign institutions is posted on the FGSR website. Each partner's academic committee is to screen all applicants for adherence to the admission requirements, and applicants will be admitted only by mutual agreement. Since the primary application will normally occur at the partner institution, it is incumbent on the partner institution to verify the authenticity of all application documents and ensure the copies of all relevant materials (the pre-application package) are forwarded to the FGSR office in a timely manner.

2.2 Upon formal application to the University of Regina, candidates are required to demonstrate English proficiency through standard tests, which currently include: TOEFL, IELTS, Can TEST, and MELAB. The required performance level for each of the foregoing tests is posted on the FGSR web site.

2.3 In supporting an admission, the partner institution and the academic unit at the University of Regina are making a commitment to provide the appropriate resources for the program including supervision and infrastructure. At the University of Regina, the Joint Academic Committee may have been granted authority for admissions on behalf of the academic unit, and a statement to this effect will be filed with FGSR, otherwise the pre-application package and formal application will require evaluation through the normal processes of the academic unit.

2.4 Students will accrue credits at the University of Regina towards the degree for those courses approved under the collaborative initiative and successfully completed at XXXXX University. To receive credit for approved courses, a grade 70% or higher must be achieved. Credit for course work is limited to a maximum of 40% of the course work applicable to a given thesis-based programs and to 50% in a given course-based program. Credit hours for research are restricted to those completed through registration at the University of Regina.

2.5 The joint agreement must be congruous with the approved programs and regulations of FGSR. Thus, any Memorandum of Understanding or Agreement is to be reviewed by FGSR. Specific aspects of note include:

2.5.1 For credit hour requirements for seminars, project, practicums or thesis research, students will register through the University of Regina. The thesis defense will normally occur at the University of Regina.

2.5.2 While attending the University of Regina, students are to register at the University of Regina in each semester throughout the duration of their program, and to register in accordance with the regulations pertaining to international students.

2.6 Before a student may enrol in FGSR at the University of Regina in association with a specified joint international graduate agreement, prior approval of the courses from the partner institution that will contribute to the program is required. It is incumbent on the partner institution to provide a syllabus for each course, and provide information on
the number of contact hours and other requirements. The Joint Academic Committee, specifically constituted as a governing/advisory committee, will evaluate the courses. The Committee will seek relevant expertise regarding acceptability of the proposed courses and bring forward a recommendation to the Dean of FGSR at the University of Regina. The Dean will take the recommendation to the corresponding academic bodies for consideration and approval as may apply.

2.7 For applicants who meet the admission standards of the University of Regina and who are formally accepted as fully qualified to the joint program, the office of FGSR will issue unconditional admission letters. Students are required to meet the academic standards of the University of Regina and unsatisfactory performance at any stage of the program may result in the candidate being required to discontinue.

2.8 While at the University of Regina, students in this program will have the full rights and privileges afforded all graduate students in accessing educational facilities such as the library, laboratories, and recreational facilities. The University of Regina will make reasonable efforts to ensure that students are provided assistance in academic counselling, finding adequate housing and adjusting to Canadian culture.

Administration of the Agreement

3.1 XXXXX University is responsible for providing the following student documents, originals and translated into English, to the University of Regina upon completion of the first components of their graduate studies at XXXXX University:

3.1.1 Official TOEFL score or equivalent test of English proficiency as outlined in section 2.2 above.

3.1.2 Official transcripts of the student's undergraduate degree and of the first components of study completed under this program at XXXXX University

3.2 The tuition fees for studies in the first year at XXXXX University will be determined by XXXXX University.

3.3 Both institutions understand that all financial arrangements with respect to this joint international degree program will be identified and communicated in an appendix to this agreement, prior to the commencement of the associated activities.

3.4 The tuition fees for students who are attending the English as a Second Language (ESL) Program are additional and are based on the standard tuition set by ESL.

3.5 Students may transfer from the joint program to a parallel program in FGSR (e.g., transferring to a different major in the same degree program), providing they meet all requirements of the program, including provision of any additional documentation that may be required. A new application is required if the change being sought pertains to a distinct program of studies. If students transfer to another program, the one-time service cost recovery fee will not be refunded, and credits from the original program to the new program may not apply.

Agreement Guidelines

4.1 The University of Regina has the right to discontinue a student in cases of academic or non-academic misconduct, or where: a student's academic performance does not meet the minimum requirement; a student fails to assume the responsibilities defined in Section 3; poor health does not permit a student to continue normal study, or a student leaves voluntarily, but has not received approval for withdrawal. Should a student be required to discontinue, or leave the program, the University of Regina will copy the letter of discontinuation or withdrawal to the partner institution. Similarly should the partner institution discontinue a student, or the student leaves the program, the partner institution is to notify the FGSR office as soon as possible. Tuition refunds for credit hours taken through the University of Regina are governed by the policies in place at the University of Regina.

4.2 In case of dispute between the University of Regina and XXXXX University, the two sides will make every effort to reach a settlement through negotiation. Should the matter not be successfully resolved, it will be submitted to a mutually agreeable mediator for a non-binding opinion. If this does not achieve resolution, it will be submitted to a single arbitrator, whose decision shall be binding and final, i.e., there is no right to appeal.

4.3 The University of Regina is responsible for informing students about basic laws and regulations regarding international students who are living, studying and traveling in Canada. Students must obey such laws and regulations.
4.4 Agreements will be subject to modification as may be required arising through formal changes to the academic program forming the basis for the agreement. The partner institution will be advised as soon as is reasonable regarding any substantive change. For students already accepted to the joint program, every effort will be made to ensure that no, or only minimal, departure from the original program will occur.

4.5 The University of Regina is not responsible for students’ expenses, including:
   4.5.1 Domestic and international traveling expenses
   4.5.2 Life insurance and property insurance
   4.5.3 Financial loss due to natural disasters and other accidents
   4.5.4 Medical expenses not covered by the provincial or student health plans

For accidents, disputes will be resolved according to the relevant provincial and/or federal laws and regulations.

4.6 Notwithstanding the termination of this agreement as provided in Paragraph 5.1, it is agreed that for any student, who at the date of termination has been accepted to and has begun a course of study at either partner institution, every reasonable effort will be made to ensure an opportunity for completion with no, or only minimal, departure from the original program.

4.7 This agreement shall be governed and interpreted in accordance with the laws in force in the Province of Saskatchewan

Agreement Schedule

5.1 This agreement will be effective on the day of signature, and will continue thereafter for 5 years.

5.2 This agreement may be modified hereafter by mutual consent. With a minimum of 12 months advance, written notice, either institution may terminate this agreement.

5.3 By mutual agreement, negotiations may be re-opened before the prescribed termination/renewal date. Regardless, no less than six months prior to the termination of this agreement, the two institutions will discuss the possibility of renewing the agreement.

Signed in: ______________________    _________________________________
On the ______ of ______________20XX    On the ______ of ______________ 20XX

Name of President       Name of President
President        President
XXXXX University       University of Regina
City and Country       Regina, Saskatchewan, Canada