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**Schulich School of Medicine & Dentistry****“White Paper on Internationalization and Globalization”****1. Preamble**

At Western University, Schulich School of Medicine & Dentistry and beyond, people are striving for meaningful roles in the realm of global health (see for instance “*Canadians making a difference. The expert panel on Canada’s strategic role in Global Health*”). The Canadian Academy of Health Science (CAHS) stresses three core principles designed to inform and guide Canadian global health initiatives, including *equity* (in which inequities in terms of access to appropriate health care and of health outcomes need to be specifically addressed), *effectiveness* (in which the investment of resources must lead to the greatest beneficial impact), and *engagement* (an opportunity for shared or mutual learning and the development of common solutions). The CAHS further defines five strategic areas in which Canadians can focus efforts for greatest impact: indigenous and circumpolar health research, population and public health, community-orientated primary health care, smart partnerships in health education and research, and global health innovation.

Canadian Universities and their associated Academic Health Science Networks are seen to be critical to global health initiatives, with Canada taking a lead role in this. In the 2010 report entitled “*Three Missions, One Future*”, the National Task Force on the Future of Canada’s Academic Health Science Centres alluded to this in recommendation 8 [“*The National Task Force recommends that Canada’s Academic Health Sciences Networks and their national organizations create an international meeting place, or host an annual forum, that brings together global leaders committed to the collective advancement of the issues and opportunities in the academic health sciences.*”]. Beyond this, Western University has signalled a clear intent to enhance its international presence, both by extending the University’s academic reach further into the international community and by enhancing Western’s position as a destination of choice for international students. The Schulich School of Medicine & Dentistry will need to play a critical role in advancing this initiative.

Given the integral role that Schulich Medicine & Dentistry plays within the cultural fabric that is the University and given Schulich Medicine & Dentistry’s increasing activity internationally, it is timely to develop a clearly defined set of principles and strategy that will articulate in a consistent manner the philosophy underlying the efforts of the School on the global and international portfolios. In doing so, this white paper addresses a number of key issues, including the following:

- Defining what it means for Schulich Medicine & Dentistry to be involved in globalization and internationalization initiatives in terms of both pedagogical and financial implications. Specifically, how will such efforts advance the strategic directions of the School as laid out in the current strategic plan (“*Optimizing Life-long Health. Strategic Plan 2011 – 2012*”)?
- Ensuring that initiatives are sustainable, not only from an economic and human resource vantage, but also from a geopolitical perspective. For example, is the political climate such that an intermediate to long-term commitment can be sustained? This will also

mandate a critical examination of the implications of long-term relationships that will require significant human resource commitment both on the part of the School and our partners.

- Recognizing that Schulich Medicine & Dentistry does not exist in isolation, and that significant efforts are underway to develop an Academic Health Sciences Network (AHSN), ensuring that we develop meaningful partnerships with our academic colleague Faculties at Western (e.g., The Faculty of Health Sciences) and affiliated Hospitals, many of whom are currently examining the same issues.
- To what extent should Schulich Medicine & Dentistry resources be applied?
- Defining Schulich Medicine & Dentistry's accountabilities not only to the University, but also to students, faculty and alumni.

Clearly, Schulich School of Medicine & Dentistry is not alone in its efforts to gain clarity around these initiatives, and indeed our hospital partners are grappling with similar issues. In addition, while other Faculties within the University will be developing, or have already developed, positions or philosophies with respect to both internationalization and globalization, because of the nature of the provision of health care (embodied within our Hippocratic Oath) the presence of Schulich Medicine & Dentistry within other communities, but most specifically those within developing nations, carries with it a higher social and cultural responsibility. In this white paper, we provide parameters to inform decisions with respect to where Schulich Medicine & Dentistry will be involved in internationalization and globalization efforts, including critical evaluations of both ethical and moral components to our participation

**Framework:** In the last decade, the term Global Health has gained increased currency (in distinction to international health) to reflect the commonness of humanity and problems. While Global Health stresses and the Global Health Office works on, issues more locally, this white paper concentrates on activities outside of Canada's borders. At the same time globalization may be somewhat different from internationalization; the former which, for the purposes of this paper, might be considered more altruistic. For the purposes of this white paper, differentiating between the two is a helpful construct, allowing Schulich Medicine & Dentistry to clearly discriminate between activities that can be considered "globalization" from those that are contained within the concept of "internationalization". Often the boundaries between these two, although somewhat artificial to begin with, become increasingly blurred as an increasing number of Schulich Medicine & Dentistry professoriate and students become involved in the global arena. Given this, the timing is opportune to develop a focused Schulich Medicine & Dentistry strategy around issues of social accountability, business accountability, and academic (education and research) partnerships as they relate to both entities.

Although sometimes used interchangeably, the terms globalization and internationalization have distinct meanings and carry differing sets of accountabilities; similarly for global and international health. For purposes of this white paper, we have chosen the following broad definitions:

*Globalization* has a variety of definitions, but helpful to the development of policy at Schulich Medicine & Dentistry are two: "the diminution or elimination of state-

enforced restrictions on exchanges across borders and the increasingly integrated and complex global system of production and exchange that has emerged as a result.” (Thomas G Palmer, Cato’s Letter, 2002), or “a world where people from all countries will become more integrated and aware of common interests and shared humanity” (Marshall McLuhan, 1992).

*Global Health* relates to health issues and concerns that transcend national borders, class, race, ethnicity and culture. The term stresses commonality of health issues which require a collective (partnership-based) action. *For the purposes of medical education*, ‘Global Health is an area of education, research and practice that places, priority on improving health and achieving equity in health for all people worldwide.’ [From <http://www.biomedcentral.com/content/pdf/1472-6920-11-46.pdf>. Adapted from the definition of JP Koplan et al. “Towards a common definition of global health”, Lancet, 2009; 373:1993-1995].

*Internationalization* refers to the importance of international trade, relations, treaties etc. owing to the (hypothetical) immobility of labour and capital between or among nations. It carries with it the connotation of economic deliverables and an increasing involvement in the economic enterprises of other countries or markets.

*International health* relates to health practices, policies and systems in countries other than one’s own and stresses more the differences between countries than their communities. It is a concept more focused on bilateral foreign aid activities than on collective action, to disease control in poor countries, and to medical missionary work (see <http://globalhealtheducation.org>).

**The current landscape:** There are several current initiatives within Schulich Medicine & Dentistry that would be well served by developing an over-arching policy framework to facilitate the globalization and internationalization efforts of the school.

- a. The Office of Global Health ([www.schulich.uwo.ca/globalhealth](http://www.schulich.uwo.ca/globalhealth)) was developed under the leadership of Dean Carol Herbert in 2009 in response to the need to support the School’s mission of developing socially responsible, collaborative leaders in the advancement of health care and health outcomes for all individuals and populations. This office, under the directorship of Dr. Neil Arya, is focused on building capacity in education, research and practice for Global health; promoting equity, justice, participation and access for at risk and underserved populations through culturally respectful forms of exchange and partnership; and (humbly, respectfully, and sustainably) addressing and advocating for global health issues in the communities in which Schulich Medicine & Dentistry engages. Highlights of this program’s activities include programs developing clinical partnerships in China, Guatemala, India, Israel/Palestine and Tanzania.
- b. The Office of Global Health has taken strong leadership in the development of educational experiences in marginalized communities, including those in Southwestern Ontario.

- c. Other initiatives in the faculty include rebuilding medical and nursing education in Rwanda, student led initiatives with MedOutreach in Arusha & Tanzania, Medical Students in China, the India Health Initiative and the cross campus Western Heads East initiative with St. Augustine's University in Mwanza, Tanzania and the ecosystem health initiative in Kenya. Others exist in less well developed states. Such activities remain a critical priority for Schulich Medicine & Dentistry.
- d. Through the activities of the (CSTAR) Canadian Surgical Technologies and Advanced Robotics Centre, strong linkages have been developed with Sichuan University and the West China Hospital. Variably viewed as either commercialization initiatives, educational mandates, or both (and thus touching on both internationalization and globalization), this relationship will be a core focus of the School's international efforts in the forthcoming years. However, success will require a highly integrated (and consistent) approach to manage our relationships with China involving Western, our partner Hospitals and their respective foundations. It is anticipated that such relationships may expand in number and scope.
- e. For pedagogical reasons, Schulich Dentistry, under the leadership of Dr. Sandhu, has expressed an interest in developing academic linkages with the University of Budapest. More recently, the Department of Anatomy and Cell Biology has developed a similar linkage with the same university.
- f. Western University has developed strategic linkages with Africa, led through the Africa Institute. There are other regional priorities of the University including Brazil and India.
- g. Issues arise when physicians and faculty work world-wide and when students are sent on learning experiences, globally, and are drawn into delivering care. Many faculty wish to establish relations with their countries of origin, where they have close colleagues or professional relationships, where they have travelled or sometimes resulting from a chance meeting with a person of interest or influence.
- h. There is strong interest in linking activities of the Office of Global Health with complementary Schulich Medicine initiatives including Interfaculty Program in Public Health and the Ecosystem Health Research Group, based in Pathology.
- i. Global Health in the literature is meant to transcend borders and includes local, marginalized populations. The School has developed strong linkages to at risk communities within our own environs. This includes a *marginalized community selective* (MCS), in partnership with the Southwest Ontario Aboriginal Health Access Centre, the London Intercommunity Health Centre, the Cross Cultural Learner Centre, and the Middlesex London Health Unit. There is an opportunity to leverage the MCS with other London organizations and activities. In doing so however, there is a need to ensure that such initiatives, both local and international, relate to the School's mandate of education and research.

Given this breadth of activity, the timing is opportune to develop a set of principles and guidelines that will guide the activities of Schulich Medicine & Dentistry with respect to both internationalization and globalization for the foreseeable future.

## 2. Mandate

The Schulich School of Medicine & Dentistry Globalization and Internationalization working group was tasked to evaluate the current roles of the School with respect to both globalization and internationalization in the context of four specific objectives:

- a. To establish guidelines with respect to the participation of Schulich Medicine & Dentistry in activities reflecting its role in globalization initiatives. Such guidelines should be developed in the context of defining deliverables and accountabilities, both with respect to education and research mandates while remaining cognizant of social accountabilities.
- b. To establish guidelines for Schulich Medicine & Dentistry that reflect its activities in internationalization.
- c. To provide a blueprint for the organization (structure and function) of the “Office of Globalization and Internationalization”, including but not limited to aspects of leadership, accountability, financing and breadth of activities.
- d. To examine and provide recommendations with respect to the inter-relationship between the activities of the affiliated Hospitals, Research Institutes, and Western in the promotion of globalization and internationalization.

## 3. Key discussion points

- a. Schulich Medicine & Dentistry needs to focus on areas of strength in research and teaching, both existing and in development. This should include an evaluation of what would be uniquely contributed by the School’s involvement. For instance, the extent of student involvement within the dentistry and medical student body is unique to the School. To build upon this will require the development of an established support office that will provide not only funding to support existing initiatives, but vigorous support towards new initiatives. In the past, there has been a trend toward “passive” program development wherein individuals would develop new international linkages and then support is requested for such. It is suggested that the converse would be more appropriate: that the Global Health Office take a lead role in the development of high quality educational and research experiences for students by working closely with student leaders, and then provide these as offerings to the wider student populations.
- b. Global health experiences can be obtained within a 20 minute radius of the school negating the requirement for and expense of international travel.
- c. There is a need to develop a centrally orchestrated process with a view towards “pulling opportunities” for faculty involvement and not “pushing faculty involvement”. This should be a proactive process that would identify the ‘core’ globalization and internationalization foci of activity in Schulich Medicine & Dentistry and then resource the initiatives to the extent possible. Western is also currently in the process of leading such an initiative, led in part by Professor Julie McMullin (global education).
- d. There is a need to clearly articulate whether any given globalization or internationalization initiative falls within the vision of the strategic priorities for the School (as contained within the Schulich Medicine & Dentistry Strategic Plan

<http://www.schulich.uwo.ca/schulichhome/files/Documents/Schulich%20Strategic%20Plan%202011%20-%202021%20for%20web.pdf>) and in doing so, to define why.

- e. Any initiatives will ideally be cross faculty and interdisciplinary.
- f. There will need to be discussion as to how the various health sector partners with Schulich Medicine & Dentistry (through the AHSN initiative) can participate in a School initiative. In addition to the AHSN affiliates, such interactions should include the Faculties of Engineering (Civil and Bio), Science (Biology, Computer Science) and Social Sciences at Western.
- g. There is a need to view this as a long-term investment in both the Office (i.e., the support infrastructure) and the sustainability of the model.
- h. There needs to be the capacity to support both long and short term projects.
- i. Academic goals will need to be defined.
- j. Build on already established Western linkages.

#### 4. Conceptual approach to defining Schulich School of Medicine & Dentistry support

Both globalization and internationalization initiatives will be clustered as one or more of strategic, emerging opportunities or faculty/student exchanges, and built upon common foundations of strength in academic, research, and partnerships. The latter would be inclusive of a broad range of partnerships including, but not limited to, governmental, industry, community-based, civil society, and academic partnerships within both first world and developing countries. Given limited funds, those initiatives that best integrate amongst these core components, and which are consistent with our mission, values and priorities will be targeted for support. It is anticipated that only a limited number of initiatives can be initially supported and that these must meet specific terms of reference with respect to high ethical and moral standards, their sustainability (as defined in the following section) and a spirit of mutual benefit.

**Strategic Initiatives:** Projects identified within this cluster will be consistent with Western's priorities as well as the Schulich Medicine & Dentistry's Strategic Plan and its overarching philosophy. These strategic initiatives will envelop education, research **and** development opportunities in a manner that is clear and transparent to all. Information provided on the School's webpages and in external communications will be consistent, allowing anyone associated with the school to explain why a specific relationship is important for the School, outline the deliverables, determine the evaluation points, and determine an end date. Such programs will have a defined budget.

Such initiatives may arise at the suggestion of any member of the Schulich Medicine & Dentistry family (including, staff, faculty or student) and will have the following characteristics:

- a. Integration: For example, amongst the African relationships, Schulich Medicine & Dentistry involvement in Rwanda typifies both long-term sustainability and a mutually

beneficial relationship in education, research, and service provision. As an example of an internationalization initiative with significant strategic potential, the presence of CSTAR in Chengdu, China and the integration of education, innovation and commercialization represents a strategic initiative with potential to be applied elsewhere in service of the School's mission

- b. Sustainability: The program should have
  - i. sufficient depth that the loss of a single core individual does not lead to the demise of the program (speaks directly to sustainability),
  - ii. fiscal sustainability, either independently or through Institutional support, and
  - iii. evidence of infrastructure and program sustainability beyond an initial funding phase (e.g., what are the plans for continuation within the temporal confines of the Strategic Plan)

**Emerging Opportunities:** Projects identified within this cluster will be those that are consistent with Schulich Medicine & Dentistry's Strategic Plan and its overarching philosophy, as well as being consistent where possible with Western's strategic priorities for globalization and internationalization. These strategic initiatives will be well developed in education, research **and/or** development opportunities. It should be clear and transparent to all, in our webpage and external communications, allowing anyone associated with the school to explain why a specific relationship is important for the school, outline the deliverables, determine the evaluation points, and determine an end date. Such programs will have a defined but limited budget with clear deliverables.

- a. While emerging opportunities will be eligible for seed funding from Schulich Medicine & Dentistry, the absence of such funding would not preclude their development.
- b. Support, fiscal or otherwise, would be contingent on defining short term measurable deliverables.

**Student experiences:** These may be individual or group, student or faculty initiated, and will be subjected to a prior approval/vetting process. Such processes are recognized to have unique characteristics depending on the nature of the group, student or faculty. Schulich Medicine & Dentistry support for such experiences, whether directly through fiscal support or programmatic support, is dependent upon ranking within the vetting process. Examples of successful student experiences at School currently include MedOutreach and MEOP.

- a. Predeparture training and post-return debriefing as developed by the School are mandatory where letters of support or otherwise are required
- b. Objectives should align with Schulich Medicine & Dentistry's Strategic Plan
- c. Issues of safety should be integrated into considerations regarding the development of, or maintenance of, student experiences.

## 5. Recommendations

- a. Given the strategic importance of both globalization and internationalization to the development of the University's strategic mission, the ultimate responsibility for each of these portfolios should rest directly either with the Dean or the most appropriate Vice-Dean.
- b. Given the increasing participation in activities of both globalization and internationalization at Schulich that a "Special Advisor to the Dean of the Schulich School of Medicine & Dentistry on Health Globalization, Internationalization and Simulation" (Special Advisor) be created, with the mandate of providing leadership on the implementation of the Schulich School of Medicine & Dentistry White Paper on Globalization and Internationalization, with a specific focus on developing, enhancing and maintaining internationalization initiatives.
- c. The "Global Health Office", in its current format will need to be redefined along pedagogical lines, with an enhanced mandate to support existing initiatives and to provide vigorous support of new initiatives of defined merit. The Office should take a lead role in the development of high quality educational and research initiatives by working closely with faculty/student leaders, and in doing so, will work in concert parallel developments at Western. Given its clear linkages to the educational mandate, the Global Health Office, including line item budget accountability, will report directly to the Associate Dean, Undergraduate Education. Areas of increased activity for the Office would include:
  - oversight of pre departure training for any student (medical or dental)
  - identification of well-defined educational partnerships with international institutions (e.g., development of "ready made" electives), and then, in concert with the Associate Dean, Undergraduate Medical Education, work with the Special Advisor to evaluate and, if appropriate, implement such partnerships
  - examining areas of opportunity for increased integration with the Interfaculty Program in Public Health, including development of capstone projects
  - working the office of the Associate Dean, Graduate Student Affairs in the development of international study opportunities
  - develop opportunities for an enhanced international presence through the conferences, visiting lectureships, elective scholar rotations, etc.
- d. A Schulich School of Medicine & Dentistry "Chair in Globalization and Internationalization" should be developed to provide strategic leadership and ensure the long-term sustainability of the globalization and internationalization initiatives in medicine and dentistry.
- e. Schulich Medicine & Dentistry seeks to first develop School policies related to globalization and internationalization, accompanied by infrastructure to support such initiatives, prior to engaging in "win-win" partnerships with other Western faculties and schools.
- f. There is a need to develop a Western University orchestrated philosophy and processes to facilitate development and opportunities in globalization and internationalization. Opportunities within the School are intended to attract and not push faculty involvement.
- g. Individual academic contributions to education, research and administration in globalization and internationalization must be captured during the annual evaluation meetings (APE) to best inform the appointments and tenure process.

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- h. All activities related to both globalization and internationalization must fall within the guidelines of the Schulich Medicine & Dentistry Conflict of Interest policy (COI) as

approved in the Fall of 2011

([http://www.schulich.uwo.ca/humanresources/stafforientationguide/files/Documents/COI\\_policy\\_revised\\_08\\_19\\_2010.pdf](http://www.schulich.uwo.ca/humanresources/stafforientationguide/files/Documents/COI_policy_revised_08_19_2010.pdf)).

## Appendix

**1. Working Group Composition**

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