INTERNATIONAL STRATEGY REVIEW

Summary Report

The Site Visit of the Review Team for the University of Calgary's International Strategy took place from September 16-18, 2019. The Review Team consisted of:

- Alejandro Adem, CEO/Scientific Director of MITACS & incoming President of NSERC, University of British Columbia
- Martha Crago, Vice-Principal Research and Innovation, McGill University
- David Farrar, Acting President and Vice-Chancellor, McMaster University
- Vivek Goel, Vice-President, Research and Innovation, and Strategic Initiatives, University of Toronto
- Bill Rosehart, Dean, Schulich School of Engineering, University of Calgary

Following the Site Visit, the Review Team prepared a written report containing comments and recommendations. The Provost's International Strategic Committee (PISC) subsequently provided responses to the recommendations. General comments and the recommendations and responses follow.

General Comments of the Unit Review Team

In March 2013, the University of Calgary launched its International Strategy in response to "demands for graduates who have a global orientation, are competitive in an international marketplace, and who can adapt to diverse cultural, economic, and governmental environments". The strategy was developed by an International Task Force Committee comprised of 25 scholars from across campus and led by the Provost and Vice-President (Academic). They engaged in a broad academic consultation process over an eight-month period in 2012, leading to the university's formal adoption of the strategy.

Over the period of the existing International Strategy the University has, in a measured way, increased its international student enrollment. The University's international students come from a wide range of countries. While the number of students from specific countries varies across the University, the overall distribution is remarkably even and there is no concentration of students from any one region in the world. This positions the University well and reduces exposure to geopolitical events.

Overall, the strategy has served the University of Calgary very well. The University is in a much- improved position globally, relative to when the strategy was developed. This is evident in student enrollments, international partnerships and research, as well as the University's overall international profile. The committee recognizes the energetic and enthusiastic leadership of the Vice-Provost (International) Janaka Ruwanpura, who has played a key role in expanding international engagement of the University of Calgary. The Committee also acknowledges the leadership of the Vice-Provost (Student Experience) and the University Registrar in international student recruitment and supporting the quality of their student life experience at the University.

The value of the International Strategy is clear and accepted by the individuals who met with the Review Committee. It was observed that there has been a substantial growth in the size and funding of the UCI office since inception, as well as a large number of university committees involved in the coordination of international activities across the University. Meetings with Senior Leadership, Associate Deans and faculty members provided insight on a number of implementation tactics to support the International Plan, and the activities of University of Calgary International (UCI).

The Committee was impressed in its meetings with students and the consular corps. With respect to the students, a mixed group of international students at the University of Calgary and University of Calgary students who had an outbound experience, uniformly reported high levels of engagement and satisfaction with their university academic experiences. Outbound experiences were noted to have high value, and international students felt welcomed at the University of Calgary, although some areas for improvement in the orientation experience were identified.

With respect to the consular corps, there was a high level of engagement with the University compared with experience at peer institutions. The consular corps clearly valued their involvement with the University of Calgary and appeared to be interested in exploring opportunities for even greater joint activities.

The report is structured to comment on the four goals of the International Strategy, followed by recommendations with respect to the "Countries of Emphasis" strategy, governance, and general recommendations to be considered in an updated strategy.

Reviewer Recommendations and Unit Response Follow-up

INTERNATIONAL STRATEGY GOAL #1: INCREASE DIVERSITY OF OUR CAMPUS COMMUNITIES

Recommendation 1: The University should revise its target for international undergraduate student enrollment to at least 15% over the next five-year period. This would further develop a global alumni base, increase recruitment of highly qualified personnel into Calgary and Alberta, while increasing opportunities for domestic students and international students to learn from each other and improve their international capacity as set out in Goal #2 of the International Plan.

Response: The University of Calgary is well positioned to increase the undergraduate international student population to 15% of the undergraduate population by the Fall 2025 intake or earlier. This would include working with Faculties to set annual targets for an incremental increase. This revised target has been incorporated into the revised *Global Engagement Plan 2020-25*.

Recommendation 2: International student recruitment should continue to be the primary responsibility of the Vice-Provost (Student Experience) and the University Registrar and they should continue to partner directly with the different Faculties on faculty specific annual targets for recruitment and admissions.

Response: The Office of the Registrar will continue to lead all undergraduate student recruitment activities. It will work with faculties and campus stakeholders (UCI and ISS) to coordinate and support student

recruitment efforts. The Faculty of Graduate Studies will continue to lead all graduate student recruitment activities and will work with campus stakeholders, including the Office of the Registrar, to coordinate and support recruitment efforts. These accountabilities have been identified in the revised *Global Engagement Plan 2020-25*. International work plans and travel schedules will continue to be shared through the International Recruitment Network. In addition, the annual enrolment meetings will continue to include discussions around setting international student targets by faculty.

Recommendation 3: Further investment should be made in the office of the Vice-Provost (Student Experience) to support services for international students, and students who have returned from a significant international experience. It was noted that the Vice-Provost (Student Experience) had a strong understanding and commitment to student wellness and resiliency. Based on student input, there may be an opportunity to increase programming support to international students when they first arrive in Calgary, specifically aimed to increase their community of friends and colleagues.

Response: We agree with this recommendation and are currently in the process of reviewing internationalization activities across units under the Provost from a budgetary and structural lens. As a result of this review, we envision shifting additional resources towards international student services.

Recommendation 4*:* The University should revisit the graduate student international target. Specifically, faculty level targets should be developed looking at growth opportunities, and faculty/program level comparisons with peer institutions. Faculty and program level comparisons are important as some units may already be at reasonable levels. Thesis-based international graduate student enrollment should continue to grow with increased numbers of international faculty.

Response: The graduate student international target has been revised to 30% in the updated *Global Engagement Plan 2020-25*. The Faculty of Graduate Studies will work with the other faculties to set more detailed international graduate student targets which will be determined in-part by exploring comparative data and trends in the U15. The Faculty of Graduate Studies will continue to work with faculties during the annual enrolment setting process to determine the targeted percentage of international students within the different graduate programs.

Recommendation 5: The target of 50% student participation in an international learning experience may be too ambitious. An updated target should consider levels at peer institutions.

Response: Having an ambitious target has assisted the University in increasing awareness and participation in ILEs significantly. The Report of the Study Group on Global Education (2017) called for setting national targets of 25% of all Canadian post-secondary students going abroad on credit- and non-credit learning experiences within 10 years. Current ILE participation at UCalgary has exceeded that, with approximately 25.7% of students involved in ILEs. In the revised *Global Engagement Plan 2020-25*, we have continued with the 50% target, but have incorporated both international learning experiences abroad and internationalization at home opportunities to achieve this target.

Recommendation 6: We recommend ensuring the roles and responsibilities between Faculties and UCI on managing outbound experiences are clear, including responsibility to help advance the strategy's target. Further, there appears to be an overlap in the role of UCI's International Learning Programs group and the overall portfolio of the Vice-Provost (Student Experience).

Response: Faculties play a key role in development of our group study programs which are operated out of UCI. Faculties have been identified as the lead in international learning experiences in the *Global Engagement Plan 2020-25* document. The roles and responsibilities of UCI and the SES portfolio in regard to outbound experiences has also been clarified between the two units and potential areas for efficiencies identified including centralizing functions within the Registrar's Office for group study fee payments, the assessment of transfer credits and the processing of scholarships and awards.

Recommendation 7: We recommend a careful reassessment and consideration of the various models currently used for institutional partnerships.

- Articulation agreements (3+1; 2+2) appear to involve significant investment of time, effort and long-distance travel with relatively small numbers of students engaged. Furthermore, they often involve partnering and MOUs with universities that are not as accomplished as the University of Calgary. There was not broad support for these agreements.
- Current cotutelle activities are not well supported by all Faculties. There are relatively few students registered in cotutelles and some have poor outcomes.

Response: The University is conducting a complete review of its articulation program and as existing active partnerships expire we will be moving to a model of limited strategic partnerships with select highly ranked institutions that bring value to the University of Calgary. Based on our preliminary analysis, we may limit articulation programs to a few universities based on the number of students and the quality of the students. We are also exploring new models like 4+1 based on the interest of some universities. Cotutelle activities will be phased out. Jointly-offered PhD programs will be explored as a more simple model of graduate student international collaboration and exchange. Partner universities will be selected based on reputation in particular research fields and alignment with the University's Strategic Research Plan. Further, the basis for these partnerships will be the priorities of the Academic and Research Plans.

Recommendation 8: We recommend strengthening the role of Continuing Education in international activities, in particular with respect to language and bridging programs.

Response: Continuing Education, the Registrar's Office, faculties and UCI work collaboratively to ensure international recruitment efforts are aligned and are committed to further developing these collaborations. Currently, Continuing Education is working with both the Registrars' Office and the Faculty of Graduate Studies to build processes for the transition of students in English Language Programs (ELP) in Continuing Education into both undergraduate and graduate degree programs. This includes developing a conditional admission process.

The University of Calgary is also working with the provincial government to increase awareness and understanding of our English language bridging programs to have them recognized under the Alberta Designation Framework (ADR) which would make them accessible to more international students.

Continuing Education is also working with academic units to provide additional opportunities for international students such as the international summer program for Engineering students from international partner institutions.

Recommendation 9: We recommend a significantly stronger alignment between the International Strategy activities and the current University Academic and Research strategies, in addition to Faculty level strategies with the Deans and the Vice President of Research's team involved in developing the international research directions and portfolio.

Response: We agree with this recommendation and propose to establish closer ties between the priorities in the Research and Academic Plans and goals in the International Strategy. International research directions and portfolios will be developed together with the deans and Thought Leaders of the research themes. These will be aligned with faculty level strategies and also with teams in the VPR's office. This structure has been highlighted in the updated *Global Engagement Plan 2020-25*.

Recommendation 10: We recommend that the Vice-Provost (International) ensure that Arts and the smaller Faculties are more strategically and meaningfully engaged. Many perceive that the strategy has been focused on Science, Engineering and Medicine.

Response: We accept this recommendation. In the updated Global Engagement Plan 2020-25, international initiatives are faculty-led. The Vice-Provost (International) and the Senior Academic Director (International) will work with all faculties to support them in their faculty-specific internationalization goals and needs and ensure they are meaningfully engaged and strategically involved in enhancing internationalization activities across campus and on any priority setting. For interested faculties, UCI is well equipped to support faculties in the setting of faculty-specific objectives and targets and can provide data that can help inform the planning process. Where a faculty-level international strategy already exists, or faculty-specific targets have been identified, these, along with the updated *Global Engagement Plan 2020-25 priorities*, will help guide engagement activities.

Recommendation 11: Significantly more attention should be placed on international initiatives related to research innovation and entrepreneurship. There are significant innovation opportunities particularly with the new University of Calgary's Research and Innovation facilities. The University should also identify opportunities to bring foreign entrepreneurs and companies to engage in this ecosystem.

Response: We agree that more attention should be placed on international initiatives related to research, innovation and entrepreneurship. The updated *Global Engagement Plan 2020-25* priorities document identifies key initiatives in this area including identifying international entrepreneurial institutions, programs, and innovation parks and determining partnership possibilities

Recommendation 12: We recommend reassessing the University's approach to partnership agreements with an aim to significantly decreasing the number of agreements and increasing the quality of partners. Compared to peer institutions, there appear to be too many agreements. The aim of partnership agreements should be to develop deep institutional partnerships, where the University of Calgary will benefit strategically and where significant mutually beneficial funding opportunities are available.

Response: The university has reviewed its partnership agreements and the role that each agreement has in moving the international goals of the institution forward. Some agreements involve one aspect such as student mobility or research while others are cross-cutting partnerships that involve multiple across the institution. Each has a role to play in supporting our *Global Engagement Plan 2020-25*. The university will continue on a regular basis to review its partnership agreements and transition agreements that are no longer active. We will also look to categorize agreements (i.e. student mobility, research, articulation etc.) to identify those that are strategic partnerships and those that are operational in nature. In signing new agreements, the university will focus on strategic partnerships with select highly ranked institutions that bring value to the University of Calgary.

Recommendation 13: We recommend consultation with Faculties on the most appropriate framework to support International Development activities at the University of Calgary.

Response: The updated *Global Engagement Plan 2020-25* integrates International Development (now Global Development) within a renewed goal three – Enhancing Global Partnerships. This ensures that our global development activities are faculty-led, more integrated with our institutional approach to partnerships and robustly supported.

Recommendation 14: We recommend the University consider whether the International Development Action Plan (IDAP) activities should be continued. IDAP appears to be very broad and tries to address many priorities. Consultation with Faculties is critical to determine the future direction and resources for this Plan. Furthermore, at certain other U-15 universities international development grants are handled by the university's research grants office under the Vice President Research. This could be considered at the University of Calgary.

Response: We agree with this recommendation. UCI will suspend the International Development Action Plan (IDAP) and instead increase connectivity and collaboration with the VPR's office to serve better those researchers who engage in international development opportunities. Also see the response to recommendation 13.

REGIONAL/COUNTRY FRAMEWORK

Recommendation 15: We recommend the transition to a framework based on thematic areas tied to identified research and academic strategic priorities and plans. Such a framework could have priorities at both the University and Faculty level.

Response: We agree with this recommendation. The updated *Global Engagement Plan 2020-25* states that the priorities of the *Academic and Research Plans* will drive the strategic foundation for all our global partnerships and priorities. This approach will leverage our existing and emerging strengths and strategically advance our global initiatives

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Recommendation 16: The functions of the groups within UCI should be reassessed. We recommend considering moving some UCI groups to other administrative units to increase impact relative to cost. For example: UCI's International Learning Programs group could be moved to the Vice- Provost (Student Experience) Team; UCI's Programs and International Development group may provide better institutional value if operating within the Vice-President Research portfolio; and, moving UCI's International Relations group into the University's Government and Community Engagement team could be considered. In such a model, UCI would continue to play a strategic coordination role, in partnership with relevant members of the University Executive.

Response: We agree that the functions of UCI should be reassessed with the purpose of creating strong alignment, communication, and collaboration with other units. UCI is in the process of internally reorganizing its functions and areas in order to support the *Global Engagement Plan 2020-25*.

Recommendation 17: We recommend UCI ensure better alignment with other areas, such as Research, Communications, Development & Alumni, and Faculties.

Response: This recommendation is currently under discussion, with the goal of ensuring alignment in order to support and move forward the goals and objectives of the *Global Engagement Plan 2020-25*.

Recommendation 18: We recommend revisiting the funding model used to support UCI. Funding should be proportionate to activities, some of which are fixed and some of which scale with the number of students. Core UCI functions, such as coordinating institutional activities and supporting strategic international activities within Faculties, should not scale significantly with increased international student enrollment. The University should consider greater investment of resources in services/units that directly support international students already on campus, or the recruitment of international students at both the undergraduate and graduate level.

Response: We are currently reviewing the funding model used to support international activities at the University. Funding should be proportionate to activities, some of which are fixed and some of which scale with the number of students.

GOVERNANCE

Recommendation 19: The role and operation of the Associate Deans Council International (ADCI) should be reviewed. ADCI should develop new terms of reference and a work plan for approval. The University should consider appointment of a Faculty academic co-chair.

Response: The governance model to support the updated *Global Engagement Plan 2020-25* is currently under development and this recommendation will be considered as part of that process.

Recommendation 20: We recommend that the Vice-Provost (International) ensure that items that engage other areas are taken to the appropriate standing committees/councils. For example, if international research opportunities are to be discussed, this should be taken to through the VPR's team.

Response: The governance model to support the updated *Global Engagement Plan 2020-25* is currently under development and this recommendation will be considered as part of that process.

Recommendation 21: We recommend a review of the administration of internal international funding programs and the management of grants; these should be aligned with research services as appropriate. For example: seed grants related to research activities should be coordinated with, if not run by, the Vice-President Research's office.

Response: A review of the international funding programs for students, faculty, and staff is currently underway to ensure that appropriate units are engaged and that initiatives align with the updated *Global Engagement Plan 2020-25*. We are also examining opportunities for efficiencies.

Recommendation 22: We recommend the University establish a Senior Executive Leadership group with key Vice Presidents and Deans to regularly review the international strategy. This would ensure that major activities are coordinated better between key Faculties and other central portfolios.

Response: The governance model to support the updated *Global Engagement Plan 2020-25* is currently under development and this recommendation will be considered as part of that process.

Recommendation 23: We recommend increased coordination between UCI, Research Services and General Counsel with respect to the development and signing of institutional agreements.

Response: We agree with this recommendation and are in the process of developing a process to support the development and approvals of global partnership agreements.

Recommendation on an Updated International Strategy

The current International Strategy has helped support the increased international profile of the University of Calgary. However, a new approach is needed to support the University on the next stage of its journey. In particular, it will be important to place increased emphasis on linking the execution of the international strategy, UCI, and the University's research activities. The plan should more clearly help support international activities within Eyes High, and University of Calgary's Academic and Research Plans, and Faculty Strategic Plans.

An updated international plan needs to be reviewed on a regular basis to address shifting priorities, such as local economic diversification.

Response: The recommendations from the review team have provided the framework for an updated international plan. Our renamed international plan, the University of Calgary's *Global Engagement Plan 2020-25*, aligns our international activities and resources with the *Eyes High Strategy 2017-22*, and *Academic and Research Plans 2018-23*, and will continue to position the University of Calgary as a global and intellectual leader.

Follow-up

The Review Team recommendations will be revisited mid-way through the cycle. At that point, PISC will be required to report on its status in acting on the recommendations, providing explanations and timelines for those which have not been met. This interim report should be submitted to the Provost in March 2022, with the next full review scheduled in 2024-2025.

The University of Calgary's Global Engagement Plan 2020-2025

(An update to the 2013 International Strategy)

Context

In 2011, the University of Calgary introduced an ambitious goal to become one of Canada's top five research universities. The *Eyes High* strategic direction also identified our objective to become a global intellectual hub where students, staff and faculty produce new discoveries, ideas and applications that have global impact. The renewal of *Eyes High* in 2017 was followed in 2018 by a refresh of our *Academic and Research Plans*, which form the roadmaps that outline the priorities, goals and initiatives that will lead us to achieve our *Eyes High* commitments. Internationalization was one of seven academic priorities in the *2012 Academic Plan* and continues to play a central role in the *Academic Plan 2018-23* as part of the priority 'Connecting Communities.'

As a comprehensive academic and research university, the University of Calgary engages with scholars and institutions around the globe and we leverage opportunities with global partners from industry, not-for-profit organizations, governments, and philanthropists to move ideas rapidly from conception to application. The university has an obligation to societies worldwide to contribute to the grand challenges facing humanity and to develop leaders who will further cultural understanding and social justice, improve quality of life, and help to secure a prosperous and sustainable future for all. The University of Calgary strives to create a diverse campus community and a safe, inclusive, and respectful culture of excellence and engagement where all members feel valued for the contributions they are making and where a diversity of views, thought, and cultures exist productively in a respectful and collaborative work environment. By connecting with all of our communities near and far, we develop engaged globally competent citizens who discover new ideas, create new art and cultural expressions, and translate new knowledge into innovative applications that will be of mutual benefit to the university and many global and local communities, societies and environments worldwide.

The City of Calgary is a global energy and business centre and demands graduates who have a global orientation, are competitive in an international marketplace, and who can adapt to diverse cultural, economic, and political environments. In order to respond to these demands, the University of Calgary International Strategy was officially launched in March 2013. At that time, the development of an international strategy was a key objective for supporting internationalization as a priority and mapping out a clear course of action for the University of Calgary. The 2013 *International Strategy* included four goals and three targets (see Figure 1), and prioritized six countries/regions of emphasis and 13 countries/regions of interest for targeted initiatives and attention.

Progress and Success

Over the past six years the University of Calgary has made tremendous progress towards the ambitious targets identified in the *International Strategy*. We have achieved our international enrolment targets (10% undergraduate; 25% graduate) at both the undergraduate (10.3%) and graduate levels (29.4%), and while our 50% target for undergraduate students to have an International Learning Experience (ILE) by the time they graduate was a stretch goal, it has been an important driver for our institution. To date, over 25% of our undergraduate students have an ILE before they graduate and we are on track to reach 30% by the end of 2020 which places us amongst the top schools in Canada.

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In fall 2019, the university undertook a review of the *International Strategy* to make recommendations for future directions. A self-study of international activities and support systems on our campus was produced and a highly qualified group of external reviewers (Alejandro Adem, CEO/Scientific Director of MITACS & incoming President of NSERC; Martha Crago, Vice-Principal Research and Innovation, McGill University; David Farrar, President and Vice-Chancellor, McMaster University; Vivek Goel, Vice-President, Research and Innovation and Strategic Initiatives, University of Toronto) was invited for a site visit to conduct the review. Bill Rosehart, Dean, Schulich School of Engineering, served as an internal representative on the review panel. The review acknowledged and celebrated the success of the International Strategy in positioning the University as a leader in internationalization, including increased international student numbers and diversity, enhanced student mobility, two global research facilities abroad, a number of significant academic partnerships and collaborative research grants, successful international development initiatives, the hosting of international events with the support of Calgary Consular Corps, and external recognition including six excellence and innovation awards related to the successful implementation of the strategy. This recognition has come from groups such as the Canadian Bureau for International Education (CBIE), the Association of Public and Land-Grant Universities and the Association of International Education Administrators (AIEA). The review of the International Strategy resulted in 23 recommendations which have provided the framework for an updated plan. Our renamed international plan, the University of Calgary's *Global Engagement Plan 2020-25*, aligns our international activities and resources with the *Eyes High Strategy 2017-22*, and *Academic and Research Plans 2018-23*, and will continue to position the University of Calgary as a global and intellectual leader.

Updated Plan at a Glance

The *Global Engagement Plan 2020-25* is an update to the *2013 International Strategy* with a purposeful shift in language from an International Strategy to a Global Engagement Plan to reflect our institutional commitment towards meaningful interaction with the world as a whole. The plan is informed by our original vision and focuses on three overarching goals:

Goal 1 - Increasing the Diversity of the Campus Community
Goal 2 - Improving Intercultural Capacity
Goal 3 - Enhancing Global Partnerships

In the *Global Engagement Plan 2020-25*, Faculties are envisioned as the driver and initiator of international activities at the University of Calgary with University of Calgary International (UCI) in a facilitating role as a connector that supports the international goals and initiatives of the faculties. The plan integrates the original goal four (international development) within a renewed goal three – enhancing global partnerships – which now includes our collaborations in the area of global development. This ensures that our global development activities are more integrated with our institutional approach to partnerships. New and ambitious targets for goals have been set which build on our achievements to date and a series of metrics will be developed to track and report on our progress. The Regional/Country Framework, which strategically allowed the University to focus its activities, was a necessary element of our 2013 International Strategy in enhancing our international profile. In the new version of our plan, based on the recommendation from the review team to leverage our existing and emerging strengths, we will use the priorities of the Academic and Research Plans to help guide our activities and partnerships to strategically advance our global initiatives. Since these priorities drive all human, capital and financial resource allocations at the university, we will continue to ensure finite resources will be used in an optimal fashion. Using the priorities of the Academic and Research Plans to help guide our international activities

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will also allow for overall strategic coherence. The updated goals in the Global Engagement Plan 2020-25 are identified in Figure 1 below.

Figure 1: Goals of the Existing vs Updated International Plan

Global Engagement Plan (GEP)

Overarching Vision: To further develop the University of Calgary's reputation as a global intellectual hub.

Our Approach:

Partnerships

Partnerships are essential tools for internationalization, but must be approached strategically. Global partnerships should be focused, with clearly defined objectives that relate to our broader strategic goals while leveraging existing resources and strengths. Collaborative partnerships should be mutually beneficial, sustainable, and where appropriate, multifaceted. Whenever possible, the university should strategically work with universities and organizations that are highly ranked internationally, or within specific fields of strategic interest. Exceptions to this principle apply when the partnership accomplishes specific educational, research, and/or service objectives.

Faculty Driven

Global engagement activities at the University of Calgary will for the most part be lead and driven by academic staff members, with coordination and support provided by University of Calgary International (UCI). Academic staff members should strive to maintain networks of international collaborations. The *Global Engagement Plan 2020-25* encourages and facilitates international interactions at the faculty and

department levels. In select areas, such as global partnerships in training and professional development, specialized expertise also exists in Continuing Education and they may serve as the driver for these global engagement initiatives.

Incentivize Activities

Sustaining global activities must involve creating and maintaining incentive structures at the faculty level that will drive the achievement of the global engagement goals.

Build Capacity

As unique repositories of knowledge, universities must leverage their expertise to contribute to civil society and capacity development globally.

Sustainability

The value of global initiatives and activities must be assessed relative to their overall impact. Once partnerships are established, technology-enabled solutions to maintain activities should be explored whenever possible.

Goal 1: Increase Diversity of the Campus Community

All students at the University of Calgary bring a rich diversity of identities, cultures, languages and world views to the learning environment, adding a global dimension to our community. Canada as a country is becoming increasingly diverse and Calgary is currently the third most diverse Canadian city. The ability to collaborate with and learn from students and faculty from various cultural and ethnic backgrounds that challenge monolithic perspectives enable members of our campus community to expand their awareness of viewpoints and values that differ from their own. Through a diverse campus environment, we aim to provide students with intercultural experiences which will aid in their development of greater problem-solving capacity, critical thinking, and communication skills and in becoming more accepting and thoughtful global citizens. International faculty enrich both domestic and international students' experience with a range of leadership styles and perspectives. Education within a diverse campus community prepares students to thrive in an increasingly complex and pluralistic society, fosters mutual respect and teamwork, and builds community.

Target 1: Undergraduate Target of 15% International Students by 2022

Currently, 10.3% of our undergraduate student population is international, with international students representing 113 countries. The current top five countries represented include China, India, Pakistan, Bangladesh and Nigeria.

Target 2: Graduate Student Target of 30% International Students by 2022

Currently, 29.4% of the graduate student body are international, with students representing 106 countries. The current top five countries represented include China, India, Iran, USA and Brazil.

Post-secondary research and innovation rely on relatively free flows of highly qualified researchers across international borders. Graduate students in research-based programs are an important part of this enterprise, supporting and contributing to research at our institution. Our ability to attract outstanding

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graduate students from around the globe enhances the research productivity of the institution and our participation as a leader in international, innovative, and interdisciplinary research.

Priorities and Areas of Responsibility:

	Recruitment & Admissions	Institutional Partnerships	Immigration (Visa, study & work permits)	International Student Supports	English Language Programs	Student Sponsorship/ Scholarship Development
UCI	✖	✖		✖		✖
Registrar's Office	✖				✖	✖
FGS	✖	✖		✖		✖
Faculties	✖	✖		✖	✖	✖
Continuing Education	✖	✖		✖	✖	✖
Student & Enrolment Services			✖	✖		

Notes:

1. *The block X indicates the lead unit for a particular priority. The grey x indicates that a unit is involved in a particular priority, but in a supporting role.*
2. *The activities of the units named will be coordinated through the Provosts International Strategic Committee (PISC) and will meet 3 to 4 times a year to ensure that progress is made on these activities. Each lead unit will be responsible for developing a plan to accomplish key goals which will be reviewed by PISC. Refer to Appendix A – Implementation Plan for more detail on the priority initiatives. Going forward, the PISC membership will be reviewed and include at least one representative from the VPR's office and two members from the decanal team.*

Goal 2: Improve Global and Intercultural Capacity within our Campus Communities

Intercultural Capacity refers to the understanding of the social positions, practices and power relations of sociocultural difference of individuals or groups within a society. It includes an acute sense of self-awareness, or the ability to be cognizant of the values, attitudes, and assumptions that inform an individual's perspectives, behaviours, and actions. Intercultural capacity equally implies developing the appropriate aptitude required to appreciate and be open to various forms of diversity in a variety of cultural and social environments, the ability to communicate across cultural difference, and to cultivate meaningful productive social relationships across culturally different groups. A diverse campus community fosters and grows intercultural capacity through its formal and informal curricula and pedagogies to develop students as global citizens, both at home and abroad. As a university with a deep commitment to sustainability as expressed through our *Sustainability Strategy* we are committed to ensuring that a number of our transformational intercultural learning experiences can be offered through local community resources, technological innovations and other creative strategies to provide alternatives to the high cost of global travel. Intercultural learning experiences often contain experiential learning at their core and can count towards the high-quality experiential learning experiences set out in the University of Calgary's *Experiential Learning Plan*. (https://www.ucalgary.ca/provost/teaching-learning/experiential-learning).

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The programs at home and abroad that we offer enable members of our campus community to acquire opportunities that create the bridge between knowledge and practice, develop intercultural capacity through their thinking, skills and attitudes, and provide exposure to international experts and in different learning environments. Types of programs and activities include:

Mobility Programs

- Exchange
- Group Study
- Research Internships
- Industry Internships/Coop
- Volunteer/Service Learning
- Short-term Learning Visits
- Visiting Faculty/Staff
- Capacity Development (e.g. Queen Elizabeth Scholarships)

Degree Programs

- Collaborative Degree or Certificate programs (e.g. 2+2 and 3+2 programs)
- PhD –Joint Programs

Projects

- i@Home: International Virtual Exchange
- i@Home: Local Cultural Community Engagement Projects
- i@Home: Events with Consular Corps

Professional Development

- International conferences/meetings

Many of these programs would not be possible without our mobility partners and the relationships and strategic partnerships that have been developed and fostered globally.

Target 1: *By 2025, 50% of our students will graduate with at least one International Learning Experience that takes place either abroad or at home on our campus.*

Our 50% target includes both International Learning Experiences (ILE) abroad and internationalization at home activities that occur locally. Currently, 25.2% of our students graduate with an ILE abroad. This includes both credit and non-credit activities organized by university faculty, staff or approved student groups that take place outside of Canada for a minimum of five days. Internationalization at home is an important component of intercultural capacity building at the University of Calgary and is defined as the "purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students within domestic learning environments" (Beelen & Jones, 2015). Over the duration of the GEP, we will work to further define and establish metrics for ILE abroad and internationalization at home activities and expand the opportunities available to students, especially to underrepresented groups.

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Priorities and Areas of Responsibility:

	Intercultural Capacity Building	International Learning Experiences (ILE)	Eliminating Barriers to ILE	Academic & Mobility Agreements	Fees, Funding & Scholarships
UCI	✖	✖	✖	✖	✖
Registrar's Office			✖		✖ UG
FGS		✖		✖	✖ GR
Faculties	✖	✖	✖	✖	✖

Notes:

1. *The block X indicates the lead unit for a particular priority. The grey x indicates that a unit is involved in a particular priority, but in a supporting role.*
2. *UG: Undergraduate students. GR: graduate students.*
3. *The activities of the units named will be coordinated through the Provosts International Strategic Committee (PISC) and will meet 3 to 4 times a year to ensure that progress is made on these activities. Each lead unit will be responsible for developing a plan to accomplish key goals which will be reviewed by PISC. Refer to Appendix A – Implementation Plan for more detail on the priority initiatives.*

Goal 3: Enhance Opportunities for Global Partnerships

The priorities of the *Academic and Research Plans* drive the strategic foundation for all global partnerships, including academic, research and global development, at the University of Calgary. The university's global partnerships should leverage and enhance the web of collaborations among our students, faculty and staff and increase our international presence and impact. This includes maintaining strong relationships and collaborations with the Calgary Consular Corps. In order for our global partnerships to be impactful they must be based on solid and long-term relationships among faculty members and programs and sustained through strong institutional and faculty commitments.

The University of Calgary's strategic academic partnerships enable the development of joint and collaborative degree programs with institutions worldwide. Our mobility partnerships ensure that students are able to expand their global understanding through study abroad opportunities that foster strong cross-cultural capacities and contribute to global citizenship. The metrics associated with our academic partnerships appear in this plan under Goal 2: Improve Global and Intercultural Capacity.

Through our existing research themes and our focus on matching our research strengths with opportunities, we will leverage our expertise to increase international collaborations and access international research funding. The focus on our research themes (including the new emerging research themes) to drive our global research partnerships is complemented by individual scholars who are global leaders in their fields. The University of Calgary is committed to partnering with like-minded institutions, those that share our commitment to innovation and entrepreneurship, and where possible, those that have research parks that are dedicated to fostering radical social and scientific innovation and where partnerships exist with industry and government.

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The University has a significant legacy in the area of global development and through these partnerships we leverage our expertise globally to reduce poverty and inequality, improve health outcomes, develop medical systems, and create education and job opportunities around the world. We develop the capacity that creates future global leaders, strengthens international organizations and systems and achieves improved results through education, research and innovation. Within our global development activities, we are aligned with the priorities of the Academic and Research Plans which drive our decisions to invest in particular development initiatives. The development initiatives we support are also leveraged to create opportunities for our students to develop cross-cultural competencies and unique areas of knowledge.

The University of Calgary is also a strategic partner in the delivery of training and professional development programs world-wide, particularly in our areas of academic and research strength. These activities bring skill development and knowledge acquisition to help meet global labour market demands.

Priorities and Areas of Responsibility:

	Research & Innovation Partnerships	Global Development Partnerships	Diplomatic & Consular Corps Partnerships	Training & Professional Development Partnerships
UCI	x	x	✖	x
VPR	✖	✖		
Faculties	x	x	x	✖
Continuing Education				✖ CPE

Notes:

1. *The block X indicates the lead unit for a particular priority. The grey x indicates that a unit is involved in a particular priority, but in a support role.*
2. *CPE: Continuing and Professional Education.*
3. *The activities of the units named will be coordinated through the Provosts International Strategies Committee (PISC) and will meet 3 to 4 times a year to ensure that progress is made on these activities. Each lead unit will be responsible for developing a plan to accomplish key goals which will be reviewed by PISC. Refer to Appendix A – Implementation Plan for more detail on the priority initiatives.*

Looking forward: 2020-2025

Over the next five years, the University of Calgary's *Global Engagement Plan 2020-2025* will guide our priorities and resources as we work towards our international goals in support of the *Eyes High* strategic vision. This plan will continue to transform our institution and how we engage globally. We will create an increasingly diverse campus community through the inclusion of undergraduate and graduate students. We will attract global talent to our programs and international students will receive first-class education, training and development that can be applied both in Canada and abroad, utilizing their skills to transform societies and economies. Our students will benefit from increased mobility opportunities in the world

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acquiring the intercultural capacity necessary to work in and lead international teams at work and in the community.

The University of Calgary's *Global Engagement Plan 2020-25* will help us realize the goals of our *Academic Plan* that prioritizes people, connects our local and global communities and seeks innovative ways to deliver on our academic mission to create a vibrant, accepting, and inclusive campus culture.

Our global academic and research partnerships will also help us achieve the commitments in the *Research Plan* to increase our research capacity, drive innovative solutions to the challenges facing societies worldwide and match our research strengths to international opportunities. In collaboration with our partners worldwide, over the next five years, our research partnerships will result in an accelerated global reach and recognition of our innovative and entrepreneurial approaches to research impacting and improving lives in both our local and global communities.

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UNIVERSITY OF CALGARY

2020-25

GLOBAL ENGAGEMENT IMPLEMENTATION PLAN

#	Initiative	Accountability	20-21	21-22	22-23	23-24	24-25
1.	**INCREASE DIVERSITY OF THE CAMPUS COMMUNITY**						
	Target 1: Undergraduate Student Target of 15% International Students by 2022						
	Target 2: Graduate Student Target of 30% International Students by 2022						
Recruitment and Admissions (Initiative Lead – Registrar's Office (SES))							
1.1	Develop an international recruitment plan that identifies demand and opportunity and diversifies recruitment activities to ensure students come from a variety of countries.	**RO**, FGS, FA, CE, UCI	✓				
1.2	Diversify the strategies used to recruit highly qualified international students including increasing digital recruitment.	**RO, CE**	✓	✓	✓	✓	✓
1.3	Process international applications for admission and exchange students in a timely manner through increased efficiencies and administrative changes.	**RO**	✓	✓	✓	✓	✓
1.4	Attract highly qualified undergraduate international students by offering scholarships, bursaries and other student aid through a reinvestment of international tuition revenue.	**RO**	✓	✓	✓	✓	✓
1.5	Enhance administrative efficiencies by centrally managing undergraduate international student aid through the Student Awards Office.	**RO**	✓	✓	✓	✓	✓
1.6	Develop a management reporting process to monitor international enrolment at the department level to ensure that we are serving both domestic and international student demand.	**RO**, FGS	✓				
1.7	Attract highly qualified graduate international students by offering scholarships, bursaries and other student aid through a reinvestment of international tuition revenue.	**FGS**	✓	✓	✓	✓	✓
1.8	Enhance administrative efficiencies by centrally managing graduate international student aid through the Faculty of Graduate Studies.	**FGS**	✓				

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#	Initiative	Accountability	20-21	21-22	22-23	23-24	24-25
1.9	Continue to develop professional skills training and internships in support of career development for international graduate students.	**FGS**	✓	✓	✓	✓	✓
1.10	Further develop the international summer school programming offered through Continuing Education.	**CE,** FA	✓	✓			
Institutional Partnerships (Initiative Lead – Faculties)							
1.11	Attract international graduate students through the development of joint PhD programs with other institutions.	**FA**, UCI, FGS,CE	✓	✓	✓	✓	✓
Immigration (Visas, study & work permits) (Initiative Lead – Student and Enrolment Services)							
1.12	Continue providing high service standards in supporting international students' applications for study permits, work permits, visas, and electronic travel authorizations (eTAs), ensuring that students maintain their legal status in Canada and providing accurate, updated information and advice to international students on Government immigration regulations and policy changes.	**SES**	✓	✓	✓	✓	✓
International Student Supports (Initiative Lead – Student and Enrolment Services)							
1.13	Monitor and improve on international student satisfaction surveys to ensure the University is providing a supportive and rich living and learning environment for international students.	**SES**, FGS, CE, UCI	✓	✓	✓	✓	✓
1.14	Through a review of existing programs, the creation of new programs and increased awareness and advertising we will increase the number of international students accessing resources through the Student Success Centre and International Student Services.	**SES,** FA	✓	✓	✓	✓	✓
English Language Programs (Initiative Lead – Continuing Education)							
1.15	Increase the number of international students admitted to language programs that transition to degree programs at the University of Calgary.	**CE,** FA	✓	✓	✓	✓	✓
1.16	Ensure a seamless transition for students moving from English language programs to degree programs through enhanced partnerships between Continuing Education and Faculties.	**CE**, FA, RO	✓	✓	✓	✓	✓
Student Sponsorship/Scholarship Development (Initiative Lead – University of Calgary International)							
1.17	Seek opportunities for sponsored students by developing partnerships with entities in foreign governments, agencies and corporate sector.	**UCI,** FGS, FA, CE	✓	✓	✓	✓	✓

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#	Initiative	Accountability	20-21	21-22	22-23	23-24	24-25
1.18	Leverage the scholarship opportunities through federal and provincial government programs by partnering with organizations such as Universities Canada, Canadian Bureau for International Education (CBIE).	**UCI**, RO, FGS	✓	✓	✓	✓	✓
2.	**IMPROVE GLOBAL AND INTERCULTURAL CAPACITY WITHIN OUR CAMPUS COMMUNITIES**						
	Target 1: By 2025, 50% of our students will graduate with at least one International Learning Experience that takes place either aborad or at home on our campus						
Intercultural Capacity Building (Initiative Lead - University of Calgary International)							
2.1	Using the Intercultural Capacity Study, create a framework that defines units and levels of intercultural capacity learning that can be measured and credited according to duration and depth of the experience and that have clear tangible learning outcomes.	**UCI,** FA	✓				
2.2	Create a framework that defines units and levels of internationalization at home activities that can be measured and credited according to duration and depth of the experience that have clear tangible learning outcomes.	**UCI**, FA	✓				
2.3	Track intercultural capacity learning and internationalization at home activities units across all programs and provide annual report.	**UCI,** FA	✓	✓	✓	✓	✓
International Learning Experiences (Initiative Lead – Faculties)							
2.4	Identify and reduce curricular barriers to ILE.	**FA**, FGS, UCI	✓	✓	✓		
2.5	Ensure study abroad programs demonstrate an intercultural capacity learning component.	**FA**, UCI	✓	✓			
2.6	Increase understanding and awareness of ILE opportunities through targeted communications and advising support.	**FA,** UCI	✓	✓	✓	✓	✓
2.7	Increase intercultural capacity learning and internationalization at home opportunities for students (e.g., Embedded Certificate in Pluralism and Global Citizenship, Aga Khan international internships, collaborative classroom initiatives)	**UCI**, FA	✓	✓	✓	✓	✓
Eliminating Barriers to International Learning Experiences (Initiative Lead - Faculties)							
2.8	Enhance access to ILE for underrepresented groups including leveraging funding opportunities through programs like Universities Canada's outbound mobility program.	**FA,** UCI	✓	✓	✓	✓	✓
2.9	Enhance the course approval and transfer credit process for international learning experience programs.	**RO,** FA, UCI	✓	✓			

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#	Initiative	Accountability	20-21	21-22	22-23	23-24	24-25
Academic & Mobility Partnerships (Initiative Lead - University of Calgary International)							
2.10	Develop a rubric on which academic and mobility partnerships are created and evaluated to ensure alignment with our academic priorities	**FA,** FGS, UCI	✓				
2.11	Establish criteria for the tracking and monitoring of a limited number of high quality strategic academic partnerships.	**FA**, FGS, UCI		✓			
2.12	Establish criteria for the tracking and monitoring of mobility partnerships, ensuring increased access to students and diversity of locations.	**FA,** FGS, UCI		✓			
Fees, Funding & Scholarships (Initiative Lead – Registrar's Office)							
2.13	Track and report on student mobility funding annually.	**RO**, UCI	✓	✓	✓	✓	✓
2.14	Streamline and administer international award application processes centrally through RO and FGS.	**RO**, **FGS,** UCI	✓				
2.15	Introduce study abroad fee payments centrally through the student centre.	**RO**, UCI	✓				
2.16	Raise funds for ILE awards through philanthropic efforts in collaboration with the Office of Advancement. Report on efforts annually.	**UCI**, FA	✓	✓	✓	✓	✓
2.17	Raise awarenesss of existing ILE funding opportunities and support students in the application process.	**UCI**, FA	✓	✓			
3. ENHANCE OPPORTUNITIES FOR GLOBAL PARTNERSHIPS							
Research & Innovation Partnerships (Initiative Lead – Vice President Research Office)							
3.1	Create and maintain an inventory of global research connections that align with our academic and research priorities.	**VPR**, FA, UCI	✓	✓	✓	✓	✓
3.2	Enhance capacity for global partnerships that focuses on areas of research strength by matching strengths with international opportunities.	**VPR**, FA, UCI	✓	✓			
3.3	Identify and develop partnerships with like-minded entrepreneurial institutions pursuing research in areas that align with our academic and research priorities.	**VPR**, FA, UCI	✓	✓			
3.4	Foster innovation, entrepreneurship and commercialization through partnerships with institutions invested in research parks compatible with our Research Innovation Quarter.	**VPR**, FA, UCI	✓	✓	✓	✓	✓
3.5	Surface new international research opportunities and bring them to the faculties/academic staff.	**VPR**, UCI, FA	✓	✓	✓	✓	✓

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#	Initiative	Accountability	20-21	21-22	22-23	23-24	24-25
Global Development Partnerships (Initiative Lead – Vice President Research Office)							
3.6	Increase the number of global development projects through partnership development with external agencies.	**VPR**, FA, UCI	✓	✓	✓	✓	✓
3.7	Provide support to academic staff and students engaged in global development work through the identification of and application for grants and in the tracking and monitoring of projects.	**VPR**, FA, UCI	✓	✓	✓	✓	✓
Diplomatic & Consular Corps Partnerships (Initiative Lead - University of Calgary International)							
3.8	Sustain relationships with Calgary Consular Corps to support the GEP by co-organizing events.	**UCI**, FA	✓	✓	✓	✓	✓
3.9	Maintain relationships with the Diplomatic corps to promote the University of Calgary's activities and to develop new partnership opportunities with foreign countries.	**UCI**, FA	✓	✓	✓	✓	✓
Training & Professional Development Partnerships (Initiative Lead – Faculties, Continuing Education)							
3.10	Increase the number of training and professional development partnerships through the identification of new opportunities and the tracking and monitoring of existing partnerships.	**FA, CE**, UCI	✓	✓	✓	✓	✓

Legend:
CE – Continuing Education
FA – Faculties
FGS – Faculty of Graduate Studies
RO – Registrar's Office in SES
SES – Student and Enrolment Services
UCI – University of Calgary International
VPR – Vice President Research Office

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