



**MacEwan University's
Strategic Internationalization Plan**

Approved by Academic Governance Council
May 17, 2016

MacEwan University's Strategic Internationalization Plan

Vision: To become a university of global significance, relevance and value.

Goal: To foster a culture of internationalization that creates global citizens.

Rationale: MacEwan University is in the heart of Edmonton—one of the most rapidly growing and ethnically diverse cities in North America. As such, internationalization and the global mindset that goes along with it are essential to developing our university into a place that understands, values, and promotes diversity within our city and the world around us. We must both embrace the world as it comes to us and go out into the world to experience and benefit from the richness of the knowledge, culture, and intelligence that surrounds us.

Definition: Key elements of internationalization of higher education include global perspectives, intercultural awareness, and the development of a mindset where people view themselves as locally embedded global citizens. A recent European Parliament study provides a useful definition of the internationalization of higher education as *“the intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society.”*¹

Internationalization does not occur by chance; it is intentional and requires the energy and resources of all stakeholder groups within the university community.

“Global is hard work. It involves lots of discussions that do not bear fruit, lots of visits that lead to nothing, and probably a certain amount of internal resistance. But it’s a great calling. It links education to the world we live in, and that our students will live in. It provides exciting vistas for faculty and staff... It pushes the institution to greater contemporary relevance. It awakens students, not just the top group that will receive Fulbright grants or other honors, but a larger segment that will find in global study a sense of purpose, an escape from parochialism, and—I know this is over-used—a transformational experience.”

Dr. Peter N. Stearns, *Provosts Summit at NAFSA 2015 held in conjunction with NAFSA’s Annual Conference & Expo in Boston, Massachusetts*

¹ Internationalisation of Higher Education. (2015). European Parliament Directorate-General for Internal Policies. <http://www.europarl.europa.eu/studies>. Accessed November 27, 2015.

MacEwan’s internationalization plan focuses on building the capacity to create an academic environment that prepares students, faculty, and staff to succeed in diverse contexts and make sense of today’s world. It provides a comprehensive and relevant framework for the MacEwan community to progress along the spectrum from multicultural to intercultural and from tolerance of diversity to active engagement with it.

Internationalization has a greater chance of success with an integrated, purposeful, long-term approach. This strategy takes into account global and local realities, addresses employers’ needs for graduates with a global mindset, and provides students, faculty, and staff with valuable internationalization opportunities at home and abroad. It aligns with MacEwan’s Integrated Strategic Plan, provincial and national internationalization strategies, and is intended as a working document with the flexibility to respond to new opportunities and changes in resource levels.

The MacEwan Committee on Internationalization acts as an advisory body to MacEwan International and the various areas of the university responsible for the organization and successful implementation of the strategic internationalization plan. The committee supports this plan and endorses its goals and actions. MacEwan International will take a lead role in implementing internationalization initiatives along with faculty, staff, and students.

MacEwan University’s Strategic Internationalization Plan comprises four areas:

- 1) Campus Internationalization and Global Engagement
- 2) International Student Recruitment
- 3) International Student Services
- 4) Education Abroad and International Partnerships

1. CAMPUS INTERNATIONALIZATION AND GLOBAL ENGAGEMENT

Motivation: To create a platform for academic structures and opportunities that foster global engagement, interdisciplinary collaboration, and education; connects international players around campus and provides internationalization at home options for all students, staff, and faculty.

Goals

- a) Consult university departments regarding internationalizing programs
- b) Create a diverse community with opportunities for students, faculty, and staff to learn and grow internationally
- c) Inspire students to be engaged as global citizens
- d) Expand scholarly networks (teaching, research, service) internationally

Actions

- a) Consult university departments regarding internationalizing programs**
 - i. Engage with stakeholders to explore the potential to internationalize the curriculum.
 - ii. Prepare and maintain an inventory of courses with international content, components, or activities.
 - iii. Develop a system for evaluation, analysis, quality improvement, and performance measures related to internationalizing curriculum.
 - iv. Develop an international co-curricular record or international embedded certificate.
 - v. Develop international and intercultural learning outcomes that define global citizenship/citizenry.
 - vi. Collaborate with faculty to ensure that partnerships and programs meet overall international and intercultural learning outcomes, fulfil specific program requirements, and meet targets as determined by programs.

- b) Create a diverse community with opportunities for students, faculty and staff to learn and grow internationally**
 - i. Work with CAFÉ to develop and implement their “Year of ...” programs.
 - ii. Provide opportunities for faculty, staff, and students to develop intercultural competencies, cultural humility, and access to international experiences.
 - iii. Offer professional development opportunities focused on internationalization for faculty and staff.
 - iv. Establish an internationalization award for faculty members and staff.
 - v. Provide information on best practices and guidelines for volunteering internationally to faculty, staff and students.
 - vi. Increase the number of service learning courses with international components.

c) Inspire students to be engaged as global citizens

- i. Promote global awareness throughout the institution (e.g., through events like Global Awareness Week, special speakers, sessions at CAFÉ, Global Education Fund activities).
- ii. Develop a database of faculty and staff with intercultural and linguistic capabilities who are willing to assist in projects or crises.
- iii. Increase participation at international events (e.g., Global Awareness Week).

d) Expand scholarly networks (teaching, research, service) internationally

- i. Explore options to highlight faculty members' profiles who are currently participating, or would like to participate, in international research.
- ii. Create international faculty research networks in conjunction with CAFÉ and Research Services.
- iii. Increase the number of publications co-authored with international authors and articles published internationally.
- iv. Offer faculty members international opportunities to expand their research and teaching agendas.
- v. Provide opportunities for faculty to engage with international experts in their fields of expertise (e.g., inbound and outbound international visiting scholar programs).

2. INTERNATIONAL STUDENT RECRUITMENT

Motivation: To attract academically qualified students from around the world to a variety of programs who bring diversity to MacEwan's campus and who will benefit from the completion of a MacEwan credential.

Goals

- a) Create a more culturally diverse campus by increasing international student enrollment to 8 percent, with a reasonable distribution of countries of origin
- b) Establish clear enrollment goals and incentive budgets for international students
- c) Implement international student recruitment activities aligned with academic priorities and student demand
- d) Implement a strategy for marketing the institution's programs internationally
- e) Partner with other post-secondary institutions in Edmonton to create a framework for collaborative promotion of Edmonton as an international destination for advanced education of all kinds
- f) Develop an approach to international student tuition and support

Actions

- a) Create a more culturally diverse campus by increasing international student enrollment to 8 percent, with a reasonable distribution of countries of origin**
 - i. Set enrollment targets by year to achieve 8 percent target.
 - ii. Consolidate international recruitment under a Manager, International Recruitment.
 - iii. Explore non-traditional recruitment strategies (e.g., inbound international high school study tours).
 - iv. Identify and pursue more large-scale opportunities (e.g., cohort rather than individual recruitment).
 - v. Develop Memoranda of Understanding with international high schools of interest.
- b) Establish clear enrolment goals and incentive budgets for international students**
 - i. Develop recruitment targets by program for degree, diploma, and ESL students.
 - ii. Set target international student numbers for programs with Deans.
 - iii. Hold seats for international students by program.
 - iv. Explore short-term program opportunities (ESL or professional development) with Continuing Education.
 - v. Increase the number of international students in non-business programs.
- c) Implement international student recruitment activities aligned with academic priorities and student demand**
 - i. Transition from a general recruitment strategy to a targeted one.

- ii. Focus recruitment on direct diploma or degree entry applicants with a target degree to diploma ratio of 2:1.
 - iii. Expand ESL recruitment to include group as well as individual recruitment.
 - iv. Develop an international recruitment social media strategy in conjunction with MacEwan's Office of Communications and Marketing.
 - v. Develop marketing materials in languages other than English.
 - vi. Better utilize established national and international programs for international students (e.g., Global Mitacs, Emerging Leaders in the Americas Program, etc.).
 - vii. Create international alumni groups for recruitment purposes.
 - viii. Promote the English as a Second Language Partnership Program as a recruitment tool.
 - ix. Assess current international recruitment activities to identify areas of improvement.
- d) Implement a strategy for marketing the institution's programs internationally**
- i. Ensure admission requirements are equitable for international students whose high school education may not directly parse into the Alberta high school system.
 - ii. Work with Continuing Education to form strategic partnerships with institutions abroad.
 - iii. Develop a network of Canadian companies willing to provide Canadian work internships for international students.
 - iv. Expand the number of ELP tests that MacEwan accepts.
- e) Partner with other post-secondary institutions in Edmonton to create a framework for collaborative promotion of Edmonton as an international destination for advanced education of all kinds**
- i. Develop a strategy and associated marketing material in conjunction with other post-secondary institutions in Edmonton to promote Edmonton as a destination of choice for international students.
 - ii. Work with Campus Alberta and Alberta Government offices abroad to support the AG's international education strategy.
- f) Develop an approach to international student tuition and support**
- i. Offer entrance scholarships for international students.
 - ii. Offer financial aid for qualifying international students, funded by an increase in international student tuition.
 - iii. Provide input to the Board of Governors on establishing appropriate international tuition fees.

3. INTERNATIONAL STUDENT SERVICES

Motivation: To provide academic, cultural, and immigration advice and to support international students in learning to navigate a new country, culture, and education system, while promoting cultural equity.

Goals

- a) Research, develop, implement, and evaluate a wide range of services to support international students
- b) Create an international student services centre

Actions

- a) **Research, develop, implement and evaluate a wide range of services to support international students**
 - i. Develop an international student retention strategy and targets based on Canadian best practices in retention and advising services.
 - ii. Increase retention rates by identifying good candidates (academically qualified candidates with the minimum ELP requirements who continue through to graduation) on the front end, rather than using admissions to filter candidates.
 - iii. Share knowledge and provide support to faculty members and programs on having international students in the classroom.
 - iv. Certify and register international advisors with Immigration Consultants of Canada Regulatory Council (ICCRC) to provide student-focused immigration advice.
 - v. Streamline applications, registration, and intake processes in conjunction with the Office of the University Registrar.
 - vi. Implement pre-departure webinars for international students where feasible.
 - vii. Develop a comprehensive orientation for international students.
 - viii. Increase the number of events and workshops to foster and promote inclusion.
 - ix. Develop more opportunities for international students to engage on campus (e.g., co-curricular and volunteer opportunities).
 - x. Work with Student Affairs to ensure appropriate mental health supports are in place for international students, including facilitating access for international students with disabilities.
 - xi. Develop strategies to ensure international students are aware of Canadian academic practices (e.g., citing, plagiarism, etc.) and have the necessary tools to adhere to them.
 - xii. Improve measuring and tracking of international students' application-admission-enrollment-retention data in conjunction with Institutional Analysis and Planning.
 - xiii. Assess current international student services to identify areas of improvement.
 - xiv. Develop a mentorship program that connects international and domestic students.
 - xv. Provide sessions on Canadian work search strategies and workplace culture in conjunction with Career Services.

b) Create an international student services centre

- i. Consolidate several international student services (e.g., advising, retention, events, etc.) in one centre.
- ii. Provide a dedicated space for international students that is safe, welcoming, where an inclusive culture of respect and mutuality is fostered and where relationships are built.

4. EDUCATION ABROAD AND INTERNATIONAL PARTNERSHIPS

Motivation – To provide an education that includes a global experience that supports the MacEwan community in learning to navigate other cultures with confidence; mindfully synthesize experiences through reflection; and provide a framework for understanding international and intercultural experiences.

Goals

- a) Increase the number of, and enhance, academic international collaborations
- b) Expand and enhance education abroad opportunities
- c) Support the university community in its efforts to establish and/or participate in education abroad activities

Actions

- a) Increase the number of, and enhance, academic international collaborations**
 - i. Work with academic units to establish, maintain, and enhance strategic partnerships with international partners that are faculty driven.
 - ii. Establish creative, innovative, socially accountable, sustainable (i.e., active, long-term, reciprocal, mutually beneficial) partnerships that serve multiple purposes (e.g., exchange, research, etc.).
 - iii. Ensure that international partnerships include opportunities for faculty international research and collaboration.
 - iv. Establish 1+3, 2+2, 1+4 and/or dual degree programs with partner universities.
- b) Expand and enhance education abroad opportunities**
 - i. Ensure that education abroad opportunities are available in various countries.
 - ii. Establish outbound opportunities for students in all MacEwan schools/faculties.
 - iii. Increase enrollment and set targets for all outbound programs.
 - iv. Distribute enrollment of inbound exchange students across academic programs to provide opportunities for their integration across the university community in consultation with the student and program as needed.
 - v. Determine the viability of a mandatory education abroad program or alternative for those unable to travel abroad.
- c) Support the university community in its efforts to establish and/or participate in education abroad activities**
 - i. Increase support for faculty who are developing education abroad programs and courses.
 - ii. Utilize a variety of stakeholders (e.g., students, faculty, employers, etc.) and tools (e.g., social media, information sessions, etc.) to promote education abroad programs.
 - iii. Increase cultural advising support for education abroad students to maximize personal learning experiences.

- iv. Secure funding for outbound students.
- v. Participate in the establishment and implementation of the institution's risk management strategy to mitigate risks to faculty, staff, and students travelling abroad and minimize liability to the institution.
- vi. Improve existing preparatory and re-entry programs for outbound students.

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