



Comprehensive International Plan

2015-2019





Enhancing Our International Prominence

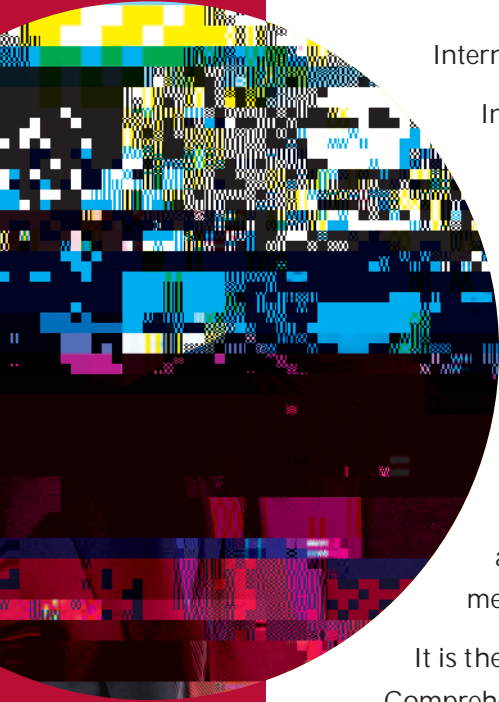
Internationalization lies at the core of Queen's academic mission.

In today's world, students look to leading institutions like Queen's to provide a range of international learning opportunities and resources to help them develop globally relevant knowledge and skills. Similarly, leading research is increasingly international in nature, involving collaboration with partners abroad and exploring questions of worldwide significance.

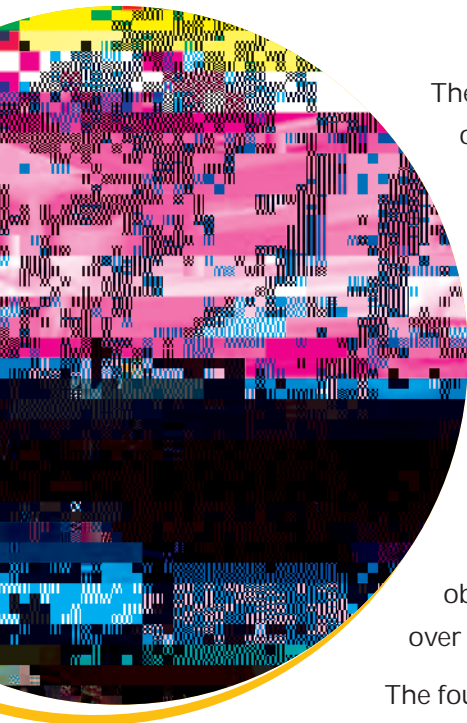
Over the past few years, Queen's has engaged in several important planning exercises aimed at advancing its academic mission, including the development of the Academic Plan, the Strategic Research Plan and the Strategic Framework. While internationalization is a key element in each of these documents, I felt that there was a need for the university to define some specific international priorities and objectives within a dedicated document, in order to ensure focused efforts and measurable results.

It is therefore with great pleasure that I present the first Queen's University Comprehensive International Plan, which provides institutional areas of focus and university-wide objectives aimed at supporting the university's internationalization efforts and enhancing our international prominence.

While the plan itself is new, the university's deep international engagement is not. ~~abcdefghijklmnopqrstuvwxyz~~



Building On Our Strengths



The Quee University Comprehensive International Plan is the product of nearly a year of information gathering and consultation with the Quee community. The result is a multi-year plan that sets out institution-wide priorities to advance Quee internationalization efforts to 2019, and is closely aligned with the university's Strategic Framework, Academic Plan and Strategic Research Plan.

My sincere thanks go out to the students, faculty, staff, alumni, external partners and members of the university's Board of Trustees, Senate and University Council who enthusiastically supported the development of this plan and provided essential information and feedback to inform our international direction.

As you will see on the following page, the plan is premised on four pillars that support Quee vision of a balanced academy. Each pillar has its own specific objectives and key performance indicators, allowing the university to track its progress over the coming years.

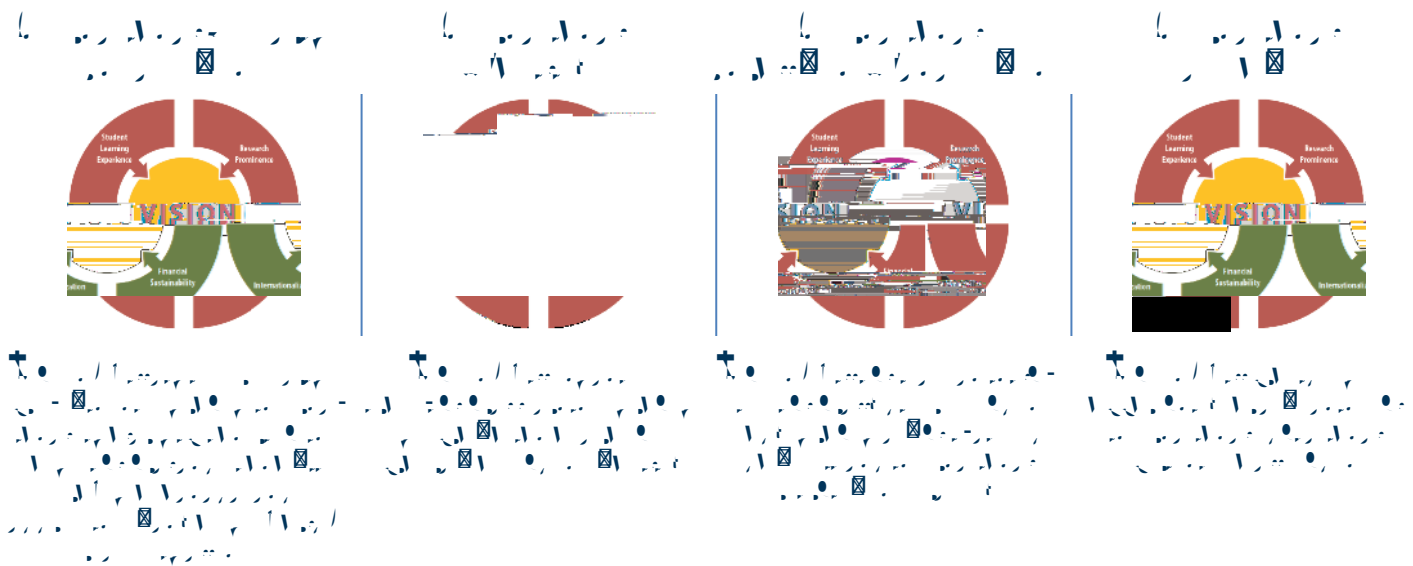
The four pillars provide areas of focus for Quee international activities at an institutional level, and build on the strengths of the multitude of international activities already underway or being planned in individual units. This plan will help guide and support decision-making and resource allocation of international priorities at an institutional level.

Internationalization will continue to be a collaborative effort: every faculty, school, shared service, administrative unit and governing body at Quee has a role to play in the success of internationalization at Quee.

We will work together to achieve our international goals, by attracting top international students to Quee, creating enriching international learning experiences for students, fostering international research collaborations, and further incorporating international experience into campus life. We will accomplish these goals by building on the university's existing strengths and by continuing to build strategic and sustainable partnerships around the globe.

*John P. ...
... in ...*

Queen's University Comprehensive International Plan (2015-2019)



- Increase international co-publication collaboration at the rate it has been increasing, with Queen's approaching the U15 group of research-intensive universities average by 2019.
- Increase research funding from external international sources to 40% of total research funding to support global research excellence.
- Increase by 25% the number of international awards received by faculty members.
- Increase the number of undergraduate students participating in international exchange by 25%.
- Increase the number of incoming study-abroad students to balance with the number of outgoing study-abroad students.
- Develop 10 new international collaborative graduate and undergraduate academic programs.
- Increase proportion of incoming international fee-paying undergraduate students to 10% of total incoming undergraduate population.
- Increase proportion of international sponsored graduate students to 10% of total incoming graduate enrolment.
- Maintain full enrolment at 175 students at the Bader International Study Centre (BISC) for all three semesters.
- Introduce a three-year pilot project to track international learning outcomes through the Queen's University Quality Assurance Process cyclical review process.
- Increase number of students participating in intercultural training by 15%, and increase number of faculty and staff trained by 60%.
- Identify one institutional cross-cultural event each year that will engage the Queen's community in celebrating international at home.



Queen's is the Canadian research-intensive university with a transformative student learning experience.

Queen's University will strengthen its international reputation by emphasizing what has built its enviable national reputation, namely the transformative student learning experience it delivers within a research-intensive environment. The overarching goal of the university's Strategic Framework (2014-2019) is to support Queen's vision as Canada's quintessential balanced academy. Internationalization is one of the four strategic drivers of the Strategic Framework, which builds upon the university's Academic Plan and Strategic Research Plan.

The Queen's University Comprehensive International Plan (QUCIP) has been developed to ensure that the university's international activities and initiatives, decision-making, and resource allocation reflect our standards of excellence, and align with the Strategic Framework's goals and objectives.

As one of Canada's leading research-intensive universities, Queen's takes its responsibility seriously in providing exceptional learning and research programs that contribute to preparing students to live and work in a global society. As stated in the Academic Plan, a Queen's education should impart to students an understanding of their place in a culturally, economically, and politically ever-changing world, and empower them to participate in it in an informed and responsible manner. The University's national and international reputation will be transformed through the nurturing of global partnerships to form deep collaborations on multiple levels of scholarship, research and discovery, economic development, and intercultural learning.



¹ Queen's University Strategic Framework 2014-2019
² Queen's University Strategic Framework 2014-2019
³ Queen's University Academic Plan, 2011

Quality, Equity, Inclusion and Partnership

The QUCIP will guide international planning for Quee from 2020 to 2025. In an environment of decreased government funding, changing demographics, and an increase in competitive focus for internationalization among post-secondary institutions, Quee will use the principles of quality, equity, inclusion and partnership set out by the Canadian Bureau for International Education (CBIE) as the standard for our conduct and strategic decision making (cbie-bcei.ca/members/code-of-ethical-practice/). The QUCIP is intended to reflect the Quee community's responsibility to create an environment on campus that demonstrates respect for differences of culture, language, and values.

The QUCIP will place a priority on preparing our students to participate in a global environment, both during their time at Quee, and as part of their future endeavours.

International Strategic Framework

The plan is built on four thematic pillars: International Research Engagement, International Mobility, International Enrolment Management, and International at Home.

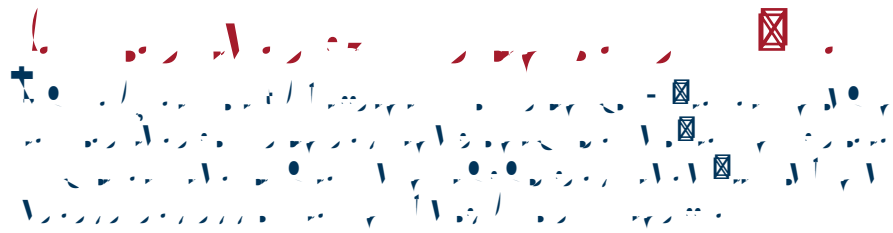
The purpose of the plan is to provide a living and sustainable document that can be adapted to reflect internal and external factors that may change over time. Its intent is to provide institutional focus, rather than be prescriptive. The plan is built with the flexibility to allow faculties, schools and other units on campus to customize their international activities to suit their distinct environments.

Each of the four thematic pillars includes metrics and targets to measure progress on international engagement at Quee over the period from 2020 to 2025. These metrics align with the Strategic Framework and are intended to reflect measures, within the university operations, where existing infrastructure, capacity, and resources are already supporting the advancement of international initiatives.

These metrics do not reflect the entire breadth and scope of international initiatives at Quee; there is much activity in other spheres of endeavour. All members of the university, our alumni, and the Kingston community share responsibility for the success of internationalization at Quee.



University-Wide Objectives



The International Research Engagement objective will support Quee aspiration to achieve research pre-eminence and enhance Quee reputation nationally and internationally. Quee will advance research globally through international collaborations, joint publications and conference presentations, and the resultant increased access to global funding sources and commercialization opportunities.

These collaborations and “brain circulation” provide a myriad of benefits to the university, including a rich environment for discovery, innovation and creative output, improved financial sustainability, and enhancement of the international reputation of the university.

Performance Metrics and Targets

International Research Collaboration

Quee will measure international research collaboration as the proportion of all refereed journal articles with a Quee author that also have an international co-author. Our goal is for the collaboration rate to continue to increase at the rate it has been increasing, with Quee approaching the U average by 2020.

International Research Funding

Quee will measure research funding from external international sources to support global research excellence. Our goal is to increase research funding from external international sources to 10% of total research funding.

International Research Awards

Quee will measure the number of faculty members who receive recognition of research excellence through competitive international awards. Our goal is to increase by 50% the number of international awards received by faculty members.

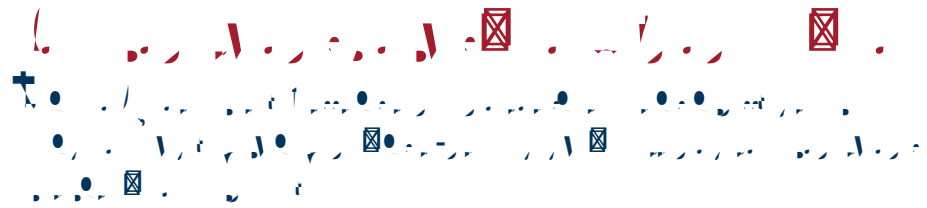
⁴ In 2014-15 the amount awarded was \$44M (based on three-year rolling average).



International Mobility

The opportunity for international mobility of Quee students is varied and expanding. Quee will foster student participation in opportunities for





A focused and sustained international recruitment strategy will increase the size and diversity of the international student population, which will enhance the student learning experience for all Quee students, expand the number of co- and extra-curricular International at Home experiences, and contribute to growth and diversification of revenue.

The realization of this goal is dependent upon the successful implementation of an international recruitment strategy and other factors, such as residence capacity and student support services.

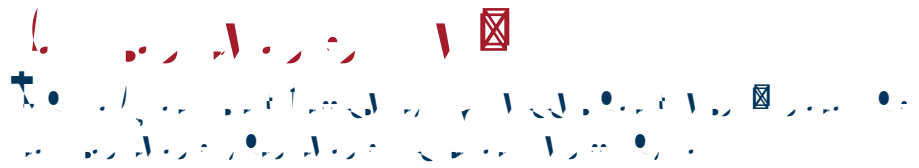
Performance Metrics and Targets

Quee will measure the proportion of incoming international fee-paying undergraduate students admitted to the university. Our goal is to increase the proportion of incoming international fee-paying undergraduate students to % of the total incoming undergraduate population.

Quee will measure the proportion of sponsored international graduate students that are admitted to the university. These students receive financial support from international government or agencies to cover the graduate tuition fee differential and a graduate funding stipend. Our goal is to increase the proportion of fully sponsored international graduate students to % of total graduate student enrolment.

Quee will measure enrolment at the Bader International Study Centre (BISC) every year. Our goal is to ensure full enrolment at students for each of the





The Quee campus brings together a diverse community of faculty, staff and students, providing an international dimension in its formal curricula and a plethora of co-curricular and extra-curricular activities that celebrate international themes.

Quee will continue to seek new ways to foster the engagement between international and domestic students on campus, both in and beyond the classroom. The university recognizes that more work could be done to both enrich these international initiatives and to enhance awareness of them, in order to help students become internationally literate and cross-culturally competent.

Performance Metrics and Targets



Collecting data on international learning outcomes in cyclical reviews of academic programs will assist in the tracking of international mobility, credit transfer, academic best practices, and intercultural curriculum development. Quee will measure the implementation and assessment of international learning outcomes in academic programs. Our goal is to develop and launch a three-year pilot project with the aim of tracking international learning outcomes through the Quee University Quality Assurance Process (QUQAP) cyclical review.



Quee will measure the participation of faculty members, staff and students in intercultural training on campus. Our goal is to increase the proportion of students participating in intercultural training by % , and to increase the proportion of full-time faculty and staff trained by % .



Quee will measure ways to create meaningful interaction between international and domestic students, faculty members and staff through educational programming. There are many such events that currently take place on campus. Our goal is to identify one institutional cross-cultural event each year that will engage the Quee community in celebrating international at home.



