



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. International activity flourishes at Queen's, with faculty, staff and students across campus actively involved in international research, learning opportunities and partnership development.

Queen's has strong and growing ties in many countries around the world, including the United Kingdom where the Bader International Study Centre provides unique international educational programs, and China where the university's Liaison Office is building relationships with partner institutions, prospective students and alumni. In addition, Queen's students have access to more than 180 exchange partner universities in over 50 countries and Queen's researchers are actively engaged in work with scholars on virtually every continent.

The Comprehensive International Plan will help the university build on its many international strengths. I would like to thank everyone in the Queen's community who contributed to this plan, especially Kathy O'Brien, Associate Vice-Principal (International), whom I asked to undertake the task of putting this plan together and who has worked extremely hard to engage individuals from across campus at every stage of its development.

A handwritten signature in black ink, reading "Daniel R. Woolf". The signature is fluid and cursive.

Daniel Woolf
Principal and Vice-Chancellor

Building On Our Strengths



The Queen's University Comprehensive International Plan is the product of nearly a year of information gathering and consultation with the Queen's community. The result is a multi-year plan that sets out institution-wide priorities to advance Queen's 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 Queen's 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 Queen's 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 Queen's has a role to play in the success of internationalization at Queen's.

We will work together to achieve our international goals, by attracting top international students to Queen's, 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.

Kathy O'Brien
Associate Vice-Principal (International)

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

International Research Engagement



Queen's will achieve research pre-eminence through international scholarship, contributing to the cultural and economic growth of Canada, and addressing many of the world's greatest challenges.

- 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.

International Mobility



Queen's will enhance cross-cultural learning through the promotion of a robust program of student mobility.

- 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.

International Enrollment Management



Queen's will cultivate an inclusive, culturally diverse student body through a multi-faceted domestic and international recruitment strategy.

- 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.

International at Home



Queen's will provide the opportunity for a meaningful international educational experience to all students.

- 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 University Vision

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.¹ The overarching goal of the university's Strategic Framework (2014-2019) is to support Queen's vision as Canada's quintessential balanced academy.² 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.³ 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



Internationalization Principles

The QUCIP will guide international planning for Queen's from 2015 to 2019. In an environment of decreased government funding, changing demographics, and an increase in competitive focus for internationalization among post-secondary institutions, Queen's 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 Queen's 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 Queen's, and as part of their future endeavours.

The Queen's University Comprehensive International Plan

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 Queen's over the period from 2015 to 2019. 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 Queen's; 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 Queen's.



University–Wide Objectives

International Research Engagement

Queen's University's will achieve research pre-eminence through international research and scholarship, transforming the learning experience, contributing to the cultural and economic growth of Canada, and addressing the world's greatest challenges.

The International Research Engagement objective will support Queen's aspiration to achieve research pre-eminence and enhance Queen's reputation nationally and internationally. Queen's 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

Research collaboration

Queen's will measure international research collaboration as the proportion of all refereed journal articles with a Queen's 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 Queen's approaching the U15 average by 2019.

Research funding

Queen's 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 40% of total research funding.⁴

Faculty awards

Queen's will measure the number of faculty members who receive recognition of research excellence through competitive international awards. Our goal is to increase by 25% the number of international awards received by faculty members.

⁴ In 2014-15 the amount awarded was \$44M (based on three-year rolling average), representing 38% of total research funding. Queen's was awarded a significant international funded clinical trial valued at \$29M. With this research funding excluded, international funding would represent 17% of total funding awarded during the same period.



International Mobility

Queen's University will enhance cross-cultural learning through the promotion of a robust program of student mobility.

The opportunity for international mobility of Queen's students is varied and expanding. Queen's will foster student participation in opportunities for international exchange, study abroad, experiential learning, internship, placement, and volunteering.

The reciprocal nature of international exchange means a robust program of student mobility has the dual benefit of providing a transformative cross-cultural experience to domestic students who participate in the activity, and exposing those who remain on the home campus to the culture, perspective and ethos of the international students who visit. Our deep and trusting international partnerships will be important to creating opportunities that allow our students to be ambassadors for Queen's at home and abroad.

Performance Metrics and Targets

Exchange

Queen's will measure international student exchange activity, which is defined as a reciprocal arrangement formalized by a signed agreement with our partner institution. The exchange student pays tuition fees to the home institution. The ability to expand international exchange opportunities varies by faculty and is impacted by factors such as student demand, term dates, accreditation, and course capacity restrictions. Our goal is to increase, within the enrolment growth projections, the number of undergraduate students participating in international exchange opportunities by 25%.

Study-abroad

Queen's will measure study-abroad activity, which is defined as opportunities that allow a Queen's student to study at an international institution or allow an international student to study at Queen's, without a formal agreement in place between the two institutions. A letter of permission is required from the student's home institution granting the opportunity to study at a host university. The student pays tuition fees to the host university.

At the current time, there are more students going abroad than there are international study-abroad students studying at Queen's. Our goal is to increase the number of international study-abroad students studying at Queen's, so that there is a balance between these two groups.

Academic collaboration

In partnership with respected universities across the world, Queen's will measure our ability to develop new collaborative academic programs with key strategic partners, and make these new programs available to students from both institutions. Our goal is to develop 10 new collaborative graduate and undergraduate academic programs, such as joint or dual degrees, with strategic international partners, by 2019.



International Enrolment Management

Queen's University will cultivate an inclusive, culturally diverse student body through a multi-faceted domestic and international recruitment strategy.

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 Queen's 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

Undergraduate students

Queen's 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 10% of the total incoming undergraduate population.

Graduate students

Queen's 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 10% of total graduate student enrolment.

Bader International Study Centre

Queen's will measure enrolment at the Bader International Study Centre (BISC) every year. Our goal is to ensure full enrolment at 175 students for each of the three semesters.



International at Home

Queen's University will provide the opportunity for a meaningful international educational experience to all students.

The Queen's 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.

Queen's 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

International learning outcomes pilot project

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. Queen's 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 Queen's University Quality Assurance Process (QUQAP) cyclical review.

Intercultural training

Queen's 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 15%, and to increase the proportion of full-time faculty and staff trained by 60%.

International engagement

Queen's 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 Queen's community in celebrating international at home.





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