

# Global Salon: How Internationalization Strategy Works at Home



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# Paths





# Outline:

- Once Upon A Time – Where We Started
- Solving the Problem - Where We Ended Up
- Unravelling the Process – Checklist
- Top 5 Lessons Learned
- Our International @ Home Disruption









Disrupt the Familiar



# The Perfect Storm

Where did we come from?





# The Situation

- Set some guiding principles
- We had to rearrange the way we thought about international
- Respect the process
- Develop some measures for success



# SWOT Analysis – Queen's International

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## STRENGTHS

- Institutional priority/Strategic Framework
- Strong national reputation for transformative student learning experience
- Research intensive
- Canada's brand of safety and multiculturalism
- Queen's-China Liaison Office
- BISC
- International undergraduate recruitment plan
- Strong exchange program
- Dedicated international student support and programming

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## OPPORTUNITIES

- International plan aligned to institutional strategy to drive activity
- Discussions about student support requirements
- Recruitment agent
- Strategic alliances, partnerships
- New program development (2+2, 3+1)
- Deepen research partnerships
- Partnerships with CALDO, Matariki, Russell Group
- Alumni network, community engagement
- Increased Canadian government interest
- International awards and recognition
- Leverage strong domestic brand
- Leverage strength of decentralized environment

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## WEAKNESSES

- International reputation
- Financial resource availability at Queen's
- Decentralized environment
- Limited centralized collection of information on international activities
- Recognition, incentives and time for faculty to engage internationally at home and abroad
- Internal communication channels

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## THREATS

- Strong competition
- Global rankings
- Maintaining our strong reputation for high retention and completion
- Lack of government support
- Changing global context
- Visa and immigration process



What did we do differently?



Formalize A Plan





# Queen's University Comprehensive International Plan (QUCIP) 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.
- 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 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 Enrolment 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.

- Ensure 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.

# Lesson # 1

## Document Your Steps in Planning

# International Plan Checklist

by Kathy O'Brien  
Queen's University

## Blueprint



### Vision

Be clear on your institutional mission and vision



### Values

Identify your guiding principles

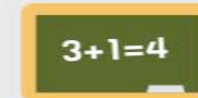


### Common Language

Make sure everyone's speaking the same language



### Formulate Key Themes



### Identify your key Stakeholders



### use the Resources available to you



### Collect the data to measure progress

### Start the conversation with anyone who will listen Socialize the ideas

### Commit to your plan Be flexible Celebrate

brought to you by : @kathyaobrien 





## Lesson Learned #2

- Leap and the net will appear





## Lessons Learned #3

- Build on Strengths



A low-angle shot looking up at numerous open umbrellas of various colors (yellow, orange, green, blue, white, red) against a clear, light blue sky. The umbrellas are scattered across the frame, creating a vibrant and cheerful pattern.

## Lesson #4

- Intercultural is everywhere



## Lesson #5

- Respect the Art as much as the Science!





# Comprehensive International Plan

2015-2019

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

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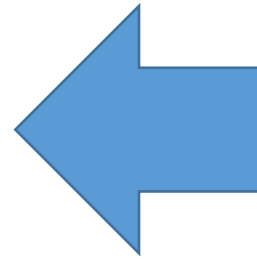
Graphics



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# Planting the seed







# From theory to practice

“Promote the interests of international students in the institutional community, and provide meaningful opportunities for interaction that promotes intercultural and mutual understanding between international students and other members of the institutional community, and to the extent possible, the surrounding community”





# Round One: Creating Opportunity





# Isabel Bader Centre for the Performing Arts









Network





# Engagement



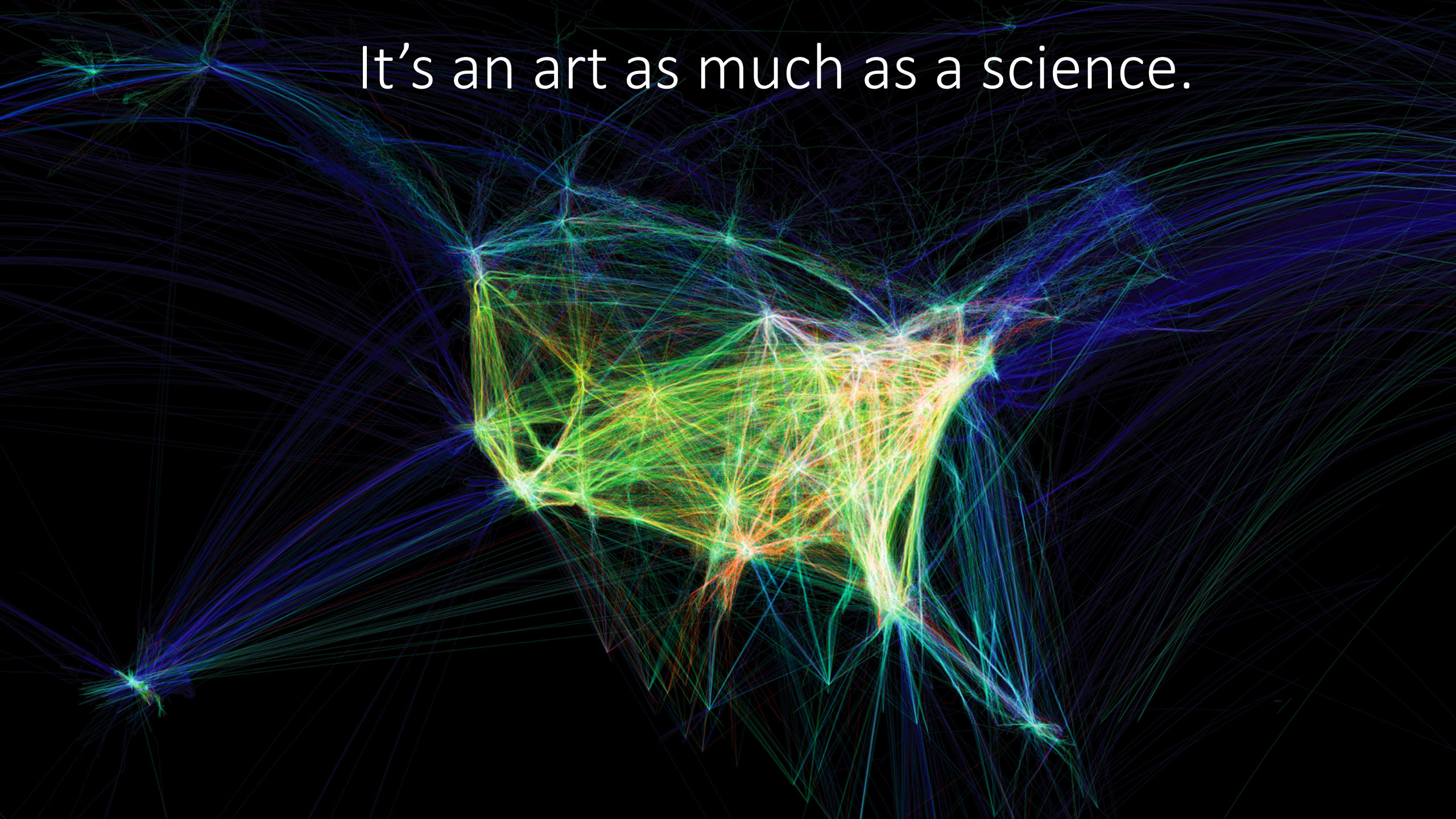


# Round Two: New Ideas and Challenges





It's an art as much as a science.







Your feedback is  
important to us!  
Please take a  
moment to  
submit the  
evaluation for  
this session.  
Evaluations are  
found on CBIE's  
Conference app.

Questions?





# Thank you for your attention!



## Comprehensive International Plan

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## International at Home

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