



**INTERNATIONAL STRATEGIC PLAN**  
2020 — 2025



# Welcome to Carleton University's International Strategic Plan

It is our pleasure to jointly present Carleton's International Strategic Plan (2020-2025). The plan outlines a clear path to further enhancing Carleton's international visibility and impact, and to better support the international engagement of our faculty and students. It flows out of the University's Strategic Integrated Plan (2020-2025) and its stated commitment to serve our world and nurture global citizens.

Spanning a wide range of programs, research collaborations, and institutional partnerships from around the world, Carleton University's international outreach is rich, diverse, and dynamic. As we look to the future, we know we can build on our unique academic and research strengths, our location in the nation's capital, the outstanding international work of our colleagues, and our linkages to world-class partners.

Building on these strengths, the plan focuses on (i) enhancing our international research and funding, (ii) improving international students' experiences, (iii) strengthening our international teaching capabilities, (iv) increasing international student mobility, and (v) cultivating a campus culture that promotes and celebrates internationalization at home. Together, these objectives provide a roadmap to a truly international Carleton that will thrive in the world of today and tomorrow.

We would like to thank the members of the Advisory Committee on Internationalization (ACI) and the entire Carleton community for being so committed to further enhancing our global presence and impact.

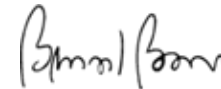
Sincerely,



**Karen Schwartz**  
Associate Vice-President (Research and International)



**Rafik Goubran**  
Vice-President (Research and International)

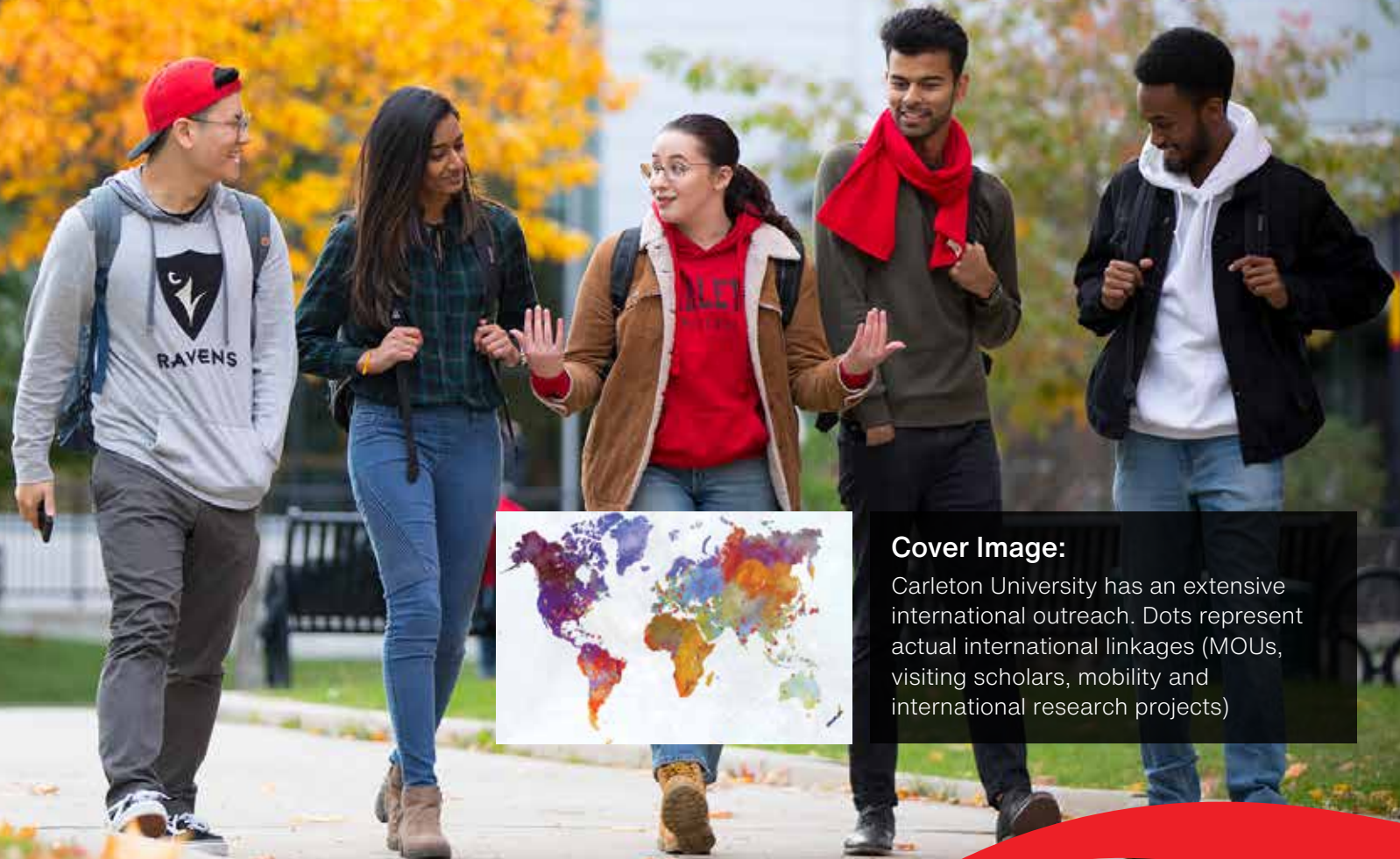


**Benoit-Antoine Bacon**  
President and Vice-Chancellor





Following the benchmarking consultations around international activities over the past few years, the Advisory Committee on Internationalization (ACI) was tasked in early 2019 to create Carleton University's first comprehensive international strategic plan.

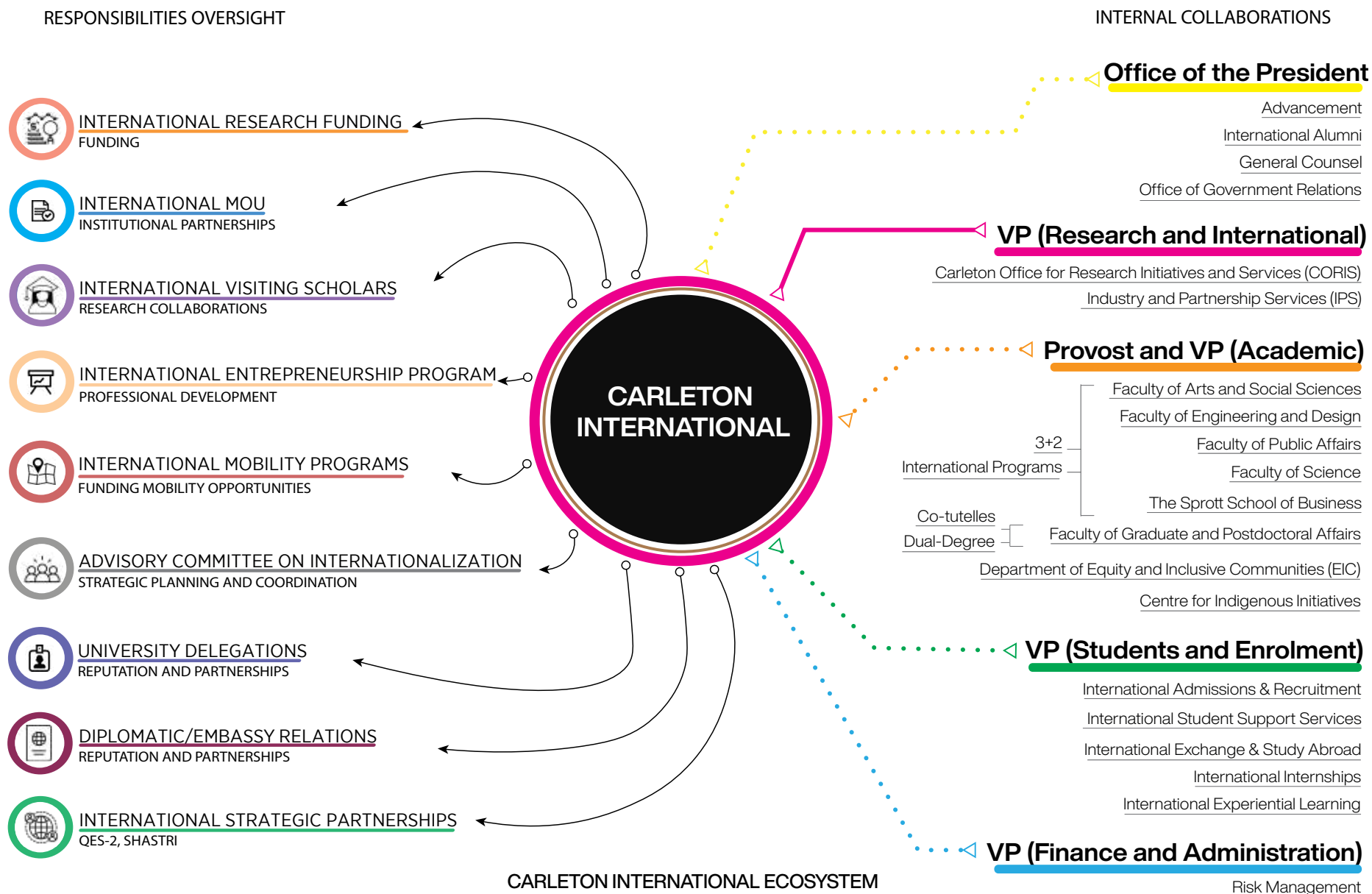


**Cover Image:**

Carleton University has an extensive international outreach. Dots represent actual international linkages (MOUs, visiting scholars, mobility and international research projects)

The mandate of the ACI was to develop Carleton's first international strategic plan that would implement a cohesive and unified approach to international services at the university. The visual below displays how our international activities are dispersed across campus and who is responsible for what activities. Carleton International coordinate and liaise with all actors across campus involved in internationalization, as it delivers key strategic guidance and services to the university at large.

## THE INTERNATIONAL ECOSYSTEM:





## STRATEGIC VISION:

### Serve the World, Nurture Global Citizens

## STRATEGIC MISSION:

Carleton University will enhance its international reputation for research and teaching in programs which respond to the needs of society today and which anticipate the needs of the future; this will improve the capacity of Carleton students, faculty, and staff to engage and lead international initiatives thereby nurturing global citizens.



### International Research & Funding

Strengthen our reputation as a globally engaged university through the development and stewardship of strategic and sustainable research, increased international research funding, international research collaborations, and leveraging our location in a global capital city.

- Increase research funding
- Create research collaborations
- Expand funding for student research mobility



### International Students

Strengthen recruitment, retention, and success of international students, while recognizing the differences in the needs and financial resources of graduate and undergraduate students. Enhance the international student experience, ensuring an academically strong and culturally diverse community that has the necessary resources to thrive from application through to graduation.

- Diversify student population
- Enhance student experience
- Celebrate international students' contributions



### International Teaching, Knowledge & Expertise

Strengthen our international teaching capabilities, including supporting the creation of joint programs with international partners, faculty endeavours to teach internationally, and the collaboration between Carleton and other international actors to co-create knowledge and achieve common goals.

- Expand international academic programs
- Attract international scholars
- Expand online academic offerings



### International Mobility & Experiential Learning

Enhance student experience by offering exceptional educational and professional services, including opportunities for all students to gain the knowledge, skills, and intercultural competencies required to contribute as active citizens in the global community.

- Increase international mobility and experiential learning opportunities
- Showcase Carleton's successes



### Internationalization at Home

Cultivate a campus culture that supports internationalization and global learning among students, faculty, and staff, and that fosters the integration of diverse perspectives and strategies to address global challenges.

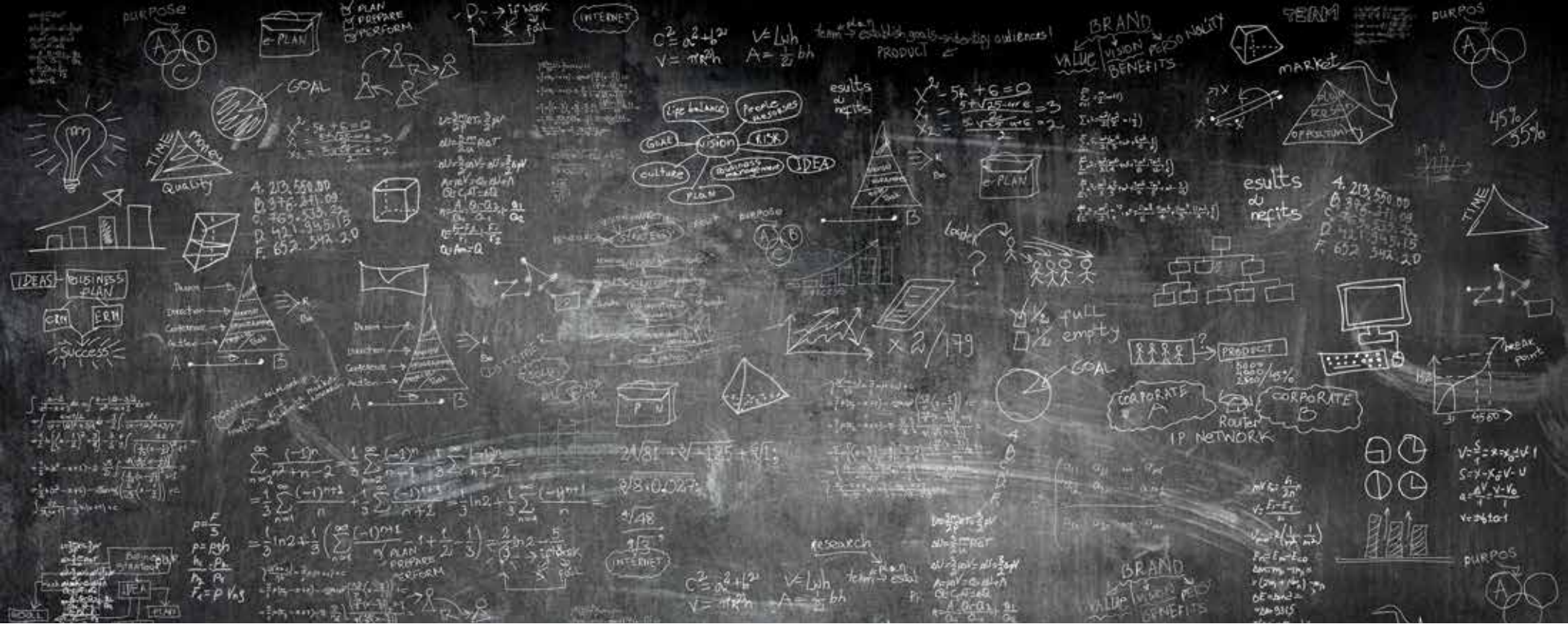
- Leverage our location in the nation's capital
- Promote intercultural learning events
- Develop global engagement certificate

## INTERNATIONAL STRATEGIC GOALS:

After we completed the consultation process, a global pandemic significantly changed the way that we would be able to implement the International Strategic Plan. Below is a description of how we are implementing our plan during this global pandemic.

## INTERNATIONAL STRATEGIC PLAN – IN THE CONTEXT OF COVID-19





## Goal 1: International Research and Funding

Strengthen our reputation as a globally engaged university through the development and stewardship of strategic and sustainable research, increased international research funding, international research collaborations, and by leveraging our location in a global capital city.

### Objectives

1. Increase international research funding (including grants, contracts, and public and private international funding) coming to Carleton University.
  - a. Activities
    - I. Create a baseline of international research funding for the past five years.
    - II. Continue to offer Internal International Research Seed Grants to foster international research collaborations and encourage grant applications.
    - III. Hire and train a Research Contracts and Agreements Officer to assist with international contracts and grants (pre- and post-award).
    - IV. Instigate large international research projects across multiple countries and institutions funded by major funders.
    - V. Encourage interdisciplinary international research collaborations.

**b. Indicators**

- I. Degree of diversification of pool of international funders.
- II. Increase the level of international research funding.

**2. Expand international research collaborations.**

**a. Activities**

- I. Establish a database of international partnerships and MOUs.
- II. Expand meaningful partnerships with local, provincial, and national associations to promote knowledge sharing and opportunities for learning and engagement.
- III. Support pilot initiative led by the Faculty of Engineering and Design to financially incentivize their faculty members to go abroad on their sabbatical.
- IV. Create international innovation hubs by pairing our networks of international alumni with campus incubators and accelerators. Work closely with Carleton Advancement & Alumni.

**b. Indicators**

- I. Increase the number of research collaborations.
- II. Increase the number of co-publications involving international collaborators.

**3. Expand funding available for inbound and outbound student research mobility.**

**a. Activities**

- I. Advertise available research mobility grants in an accessible way (e.g., website, newsletter, social media, etc.).

**b. Indicators**

- I. Increase the use of existing research mobility grants (e.g., Mitacs, ELAP, France-Canada Research Grants, FAPESP, etc.).

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AND NURTURE GLOBAL CITIZENS”**







## Goal 2: International Students

Strengthen recruitment, retention, and success of international students while recognizing the differences in the needs and financial resources of graduate and undergraduate students. Enhance the international student experience, ensuring an academically strong and culturally diverse community that has the necessary resources to thrive from application to graduation.

### Objectives

1. **Attract a higher number of international students from a diverse group of countries with the potential for strong academic and research performance, thereby mitigating the risk of having too many students coming from and going to only a few select countries.**
  - a. **Activities**
    - I. Ensure recruitment activities cover a range of markets, both established and emerging to ensure diversity of prospective undergraduate students.
    - II. Engage in a collaborative effort to promote international student access to Canada, including lobbying, editorials, and research that looks at the positive social and economic impact of bringing international students to Canada.
    - III. Engage directly with prospective undergraduate students through targeted school visits, meetings, and events, as well as online via webinars and live chats. This is in addition to broader promotional efforts, including online advertising, email

campaigns, microsites, and social media.

- IV. Work closely with select school, agent, and government partners, as well as cultural associations and scholarship providers to identify and engage with prospective undergraduates.

**b. Indicators**

- I. Increase the diversity of countries from which we draw undergraduate students.
- II. Increase the number of qualified undergraduate students eligible for entrance scholarships.
- III. Increase the number of students (graduate and undergraduate) with sponsored or external funding on admission.
- IV. Increase the number of students (graduate and undergraduate) with Canadian or International government funding on admission.

**2. Provide necessary support to improve international student experience and performance.**

**a. Activities**

- I. In collaboration with Equity & Inclusive Communities (EIC) and other partners, establish opportunities for social, cultural and educational events to integrate international and domestic students.
- II. Define from the students' perspectives what makes a positive international student experience and performance.
- III. Create a baseline measure of the international student experience and performance.
- IV. Create an audit of international support services that exist at Carleton University.
- V. Conduct research on best practices related to supporting international students (e.g., mentoring, programming, etc.)
- VI. Implement best practices derived from research.

**b. Indicators**

- I. Assess retention and graduation rate of international students.
- II. Improve average satisfaction of international students.
- III. Increase the number of international students who use services or attend events.

**3. Improve our international rankings as a means to attract international students.**

**a. Activities**

- I. Subscribe to the Times Higher Education Data Solutions, DataPlus, and THEReputation.
- II. Work with Carleton's Office for Institutional Research and Planning (OIRP) and the Office of the Vice-President (Research and International)'s senior research analyst to find ways to increase our participation in the standardized international ranking services.

**b. Indicators**

- I. Improve the international university rankings.



### **Goal 3: International Teaching, Knowledge and Skills Transfer, Co-creation of Expertise**

Strengthen our international teaching capabilities, including supporting the creation of joint academic programs with international partners, faculty endeavours to teach internationally, and the collaboration between Carleton and other international actors to co-create knowledge and achieve common goals.

#### **Objectives**

1. **Increase number of international academic programs (e.g., Sprott offshore MBA program), including cotutelle and dual degree programs delivered at home or overseas.**
  - a. **Activities**
    - I. Encourage the development of cotutelle, dual degree, and other international academic programs.
    - II. Support Faculty of Arts and Social Sciences (FASS) study tour courses in numerous ways including facilitating MOUs with relevant universities.
    - III. Support the educational components of the Sprott School of Business's International Strategic Plan and their Bachelor of International Business program.
    - IV. Support FASS and Faculty of Public Affairs' BGIInS program and the University's International Internship program.



- b. Indicators**
  - I. Increase the number of students and faculty members engaged in these international programs.
- 2. Increase the number of faculty members teaching internationally and the number of international scholars teaching and contributing to teaching at Carleton University.**
  - a. Activities**
    - I. Create a Global Classroom at Carleton University in conjunction with the Office of the Associate Vice-President (Teaching & Learning).
    - II. Increase the number of collaborations with international agencies and post-secondary institutions to foster meaningful initiatives.
    - III. Explore the opportunity for flexible degree and non-degree programs for international students (e.g., enhancing our online programs).
  - b. Indicators**
    - I. Increase the number of formal international linkages involving training and pedagogy.
    - II. Increase the number of existing courses and course designs undertaking process of curricular reform and review from the perspective of decolonization and integration of diverse ways of knowing.

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AND NURTURE GLOBAL CITIZENS”





## Goal 4: Enhance awareness and reduce barriers for international mobility and experiential learning opportunities

Enhance student experience by offering exceptional educational and professional experiences, including opportunities for Carleton students to gain the knowledge, skills and intercultural competencies required to contribute as active citizens in the global community.

### Objectives

1. Enhance student support to engage in international mobility and experiential learning opportunities.
  - a. **Activities**
    - I. Work collaboratively across campus to develop a proposal for the Outbound Student Mobility Pilot grant as part of the new Federal Government International Education Strategy (Building on Success: International Education Strategy, 2019-2024).
    - II. Establish a database on internship and other mobility opportunities offered across the campus.
    - III. Consult with faculty members to ensure students from all faculties have access and are encouraged to participate in international experiential learning opportunities.
    - IV. Engage with OIRP to collect information related to international student mobility.
    - V. Identify and assess opportunities to reduce cost of student mobility and other service barriers on campus

(e.g., explore potential collaboration with Health and Counselling to reduce immunization costs and provide mental health services for international students).

- VI. Increase awareness and usage of International SOS.
- VII. Develop online pre-departure risk training to be used across campus for all international experiential learning opportunities.
- VIII. Develop institutional travel policy and travel risk management framework.
- IX. Assess staffing levels and faculty practices to ensure appropriate level of student support.

**b. Indicators**

- I. Barriers to support identified and addressed.

**2. Communicate and showcase Carleton's successes in international mobility and experiential learning programming.**

**a. Activities**

- I. Celebrate the contributions of our international students.
- II. Create measures of evaluation of international experiential learning and showcase the results.
- III. Create awareness about our successes outside of Carleton (e.g., presenting at conferences, etc.).
- IV. Create awareness about these successes on campus.

**b. Indicators**

- I. Stories showcasing our achievements (e.g., on our website, student publications, newsletters, etc.).
- II. Increase the number of conference presentations by faculty and staff at international education and recruitment conferences.

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## Goal 5: Internationalization at Home

Cultivate a campus culture that supports internationalization and global learning among students, faculty, and staff, and that fosters the integration of diverse perspectives and strategies to address global challenges.

### Objectives

1. Leverage our location in the nation's capital to liaise with embassies and high commissions, international NGOs, international government offices, etc. to collaborate on cultural and educational activities.
2. Design One Web Portal for all international activities on campus.
  - a. **Activities**
    - I. Work with Risk Management and other units to develop a comprehensive website featuring all services and activities related to international (One Web Portal).
    - II. Advertise and communicate about the web portal as a means to learn about all of the international initiatives and activities across campus.

**b. Indicators**

- I. One Web Portal for all international activities and services on campus.

**3. Establish International Education and Research Week to promote cultural exchanges, global citizenship, and intercultural learning.**

**a. Activities**

- I. Conduct a review of current co-curricular and non-academic programs, services, and spaces to determine opportunities for collaboration.
- II. Conduct a review of where “international” is located on campus to determine key stakeholders, current practices, and gaps.
- III. Celebrate the contributions of faculty members, staff, and alumni in the field of internationalization.
- IV. Hold International Student Services Office exchange fair and Global Internship Fair during the same week each fall.

**b. Indicators**

- I. Number of faculty members, students, and staff who attend the event.
- II. Number of community and campus partners who participate in events.

**4. Establish a ‘Global Engagement Certificate’ for students, highlighting intercultural competency, global leadership and research.**

**a. Activities**

- I. Encourage and support intercultural professional development opportunities (e.g., language skills among students, faculty members, and staff, conferences focusing on internationalization or intercultural competence, etc.).
- II. Develop a training module on supporting international students for the Student Support Certificate offered to faculty members and staff.
- III. In collaboration with Equity and Inclusive Communities and other partners, promote and provide access to intercultural competency training for students, faculty members, and staff leaders.

**b. Indicators**

- I. Percentage of students, faculty members, and staff who have received intercultural competency training.





The committee consulted widely with their Chairs and Directors, Deans, Managers and Administrative Directors to get feedback about the goals that came from the previous benchmarking exercises. The goals were presented at the Academic Heads Roundtable, and the Vice-President Academic and Research Council (VPARC). The objectives and indicators were determined by numerous sub-committees of the ACI, after which feedback was sought from the administrators listed above. This foundational International Strategic Plan framework was posted on Carleton University's web page for open consultation by the Carleton community. It is intended as a living document and incorporated the feedback received through the consultation process.

## COMMITTEE MEMBERS INCLUDE:

- Karen Schwartz, Chair & Associate Vice-President (Research & International)
- David Amundsen, Acting Associate Dean, Research & Graduate Studies, Science
- Ali Arya, Associate Dean, Planning & Awards, Faculty of Graduate and Postdoctoral Affairs
- Carol Payne, Associate Dean, Research & International, Faculty of Arts and Social Sciences
- Mike Brklacich, Associate Dean, Research & International, Faculty of Arts and Social Sciences
- Amir Hakami, Associate Dean, Research & Graduate Studies, Faculty of Engineering and Design
- Shaobo Ji, Associate Dean, Research & International, Sprott School of Business
- Tony Lackey, Director, Risk & Insurance
- Sarah Ramisch Stewart, Director, International Admissions & Recruitment
- Sarah Sabourin, Manager, Employment & Partnership Development
- Laura Truesdell, Manager, International Student Services Office
- Carlos Vargas, International Outreach Manager, Carleton International
- Chris Worswick, Associate Dean, Research & International, Faculty of Public Affairs
- Yiqiang Zhao, Associate Dean, Research and Graduate Studies, Faculty of Science





## INTERNATIONAL STRATEGIC PLAN

2020 – 2025

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