



UNIVERSITY OF  
CALGARY



# Global Engagement Plan **2020-25**



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<b>2</b>	<b>Context</b>
<b>4</b>	<b>Updated plan at a glance</b>
<b>6</b>	<b>Global Engagement Plan</b>
7	Overarching vision
7	Our approach
8	Goals
<b>14</b>	<b>Accountability Matrix</b>
<b>16</b>	<b>Looking forward: 2020-25</b>

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# Context

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**University of Calgary’s new “Growth Through Focus” vision (2020-25) will support our *Eyes High* ambitions and strengthen our community in uncertain times. It advances the University of Calgary’s academic and research plans, and reflects our role as a global intellectual hub. Integral to the Growth Through Focus vision are the Indigenous, mental health and sustainability strategies, along with the Global Engagement Plan.**

Growth Through Focus puts the University of Calgary on course to be the entrepreneurial university – one where students, faculty and staff have the opportunity to innovate and change the world around them. Our plan is built around three big ideas that will differentiate our university and drive growth: transdisciplinary scholarship, deeper integration with our communities and future-focused program delivery that will see us expand flexibility and customizability of the UCalgary experience.

As a comprehensive academic and research university, the University of Calgary engages with scholars and institutions around the world. We leverage opportunities with global partners from industry, not-for-profit organizations, governments, and philanthropists to move ideas rapidly from conception to application. The university has an obligation to societies worldwide to contribute to the grand challenges facing humanity and to develop leaders who will further cultural understanding and social justice, improve quality of life, and help to secure a prosperous and sustainable future for all. The COVID-19 pandemic has also caused universities around the world to think deeply about new and different ways of connecting. The University of Calgary is well positioned to respond to these changing dynamics and realize its global reach and impact in new ways.

The University of Calgary strives to create a diverse campus community and a safe, inclusive, and respectful culture of excellence and engagement where all members feel valued for the contributions they are making. By connecting with all of our communities near and far, even at a distance, we develop engaged, globally competent citizens who discover new ideas, create new art and cultural expressions, and translate new knowledge into innovative applications that will be of mutual benefit to the university and many global and local communities, societies, and environments worldwide.





# Updated plan at a glance

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The 2013 International Strategy supported a period of rapid expansion of University of Calgary's international activity according to strategic goals. The Global Engagement Plan 2020-25 builds on its success, with a purposeful shift in name, to reflect our institutional commitment to meaningful global partnerships. Informed by our original vision, the plan includes three overarching goals:

- GOAL 1** INCREASE DIVERSITY OF THE CAMPUS COMMUNITY
- GOAL 2** IMPROVE GLOBAL AND INTERCULTURAL CAPACITY WITHIN OUR CAMPUS COMMUNITIES
- GOAL 3** ENHANCE GLOBAL PARTNERSHIPS

The Global Engagement Plan 2020-25 makes some strategic adjustments appropriate to the current context. The Regional/Country Framework in the 2013 International Strategy provided strategic focus for the enhancement of our international profile. In the new version of our plan, we will use the priorities of the Academic and Research Plans to help guide our global initiatives for enhanced strategic coherence. The number of goals in the plan is streamlined from four to three, with the integration of international development into a holistic approach to global partnerships. Within the goals, new and ambitious targets build on our achievements to date, and a series of accompanying metrics will track our progress. The updated goals in the Global Engagement Plan 2020-25 are identified in Figure 1.

The University of Calgary thanks the International Strategy review team for its 2019 review and recommendations that contributed to the Global Engagement Plan 2020-25: Dr. Alejandro Adem, CEO/Scientific Director of MITACS, Incoming President of NSERC; Dr. Martha Crago, Vice-Principal, Research and Innovation, McGill University; David Farrar, President and Vice-Chancellor, McMaster University; Dr. Vivek Goel, Vice-President, Research and Innovation and Strategic Initiatives, University of Toronto; and Dr. Bill Rosehart, Dean, Schulich School of Engineering.

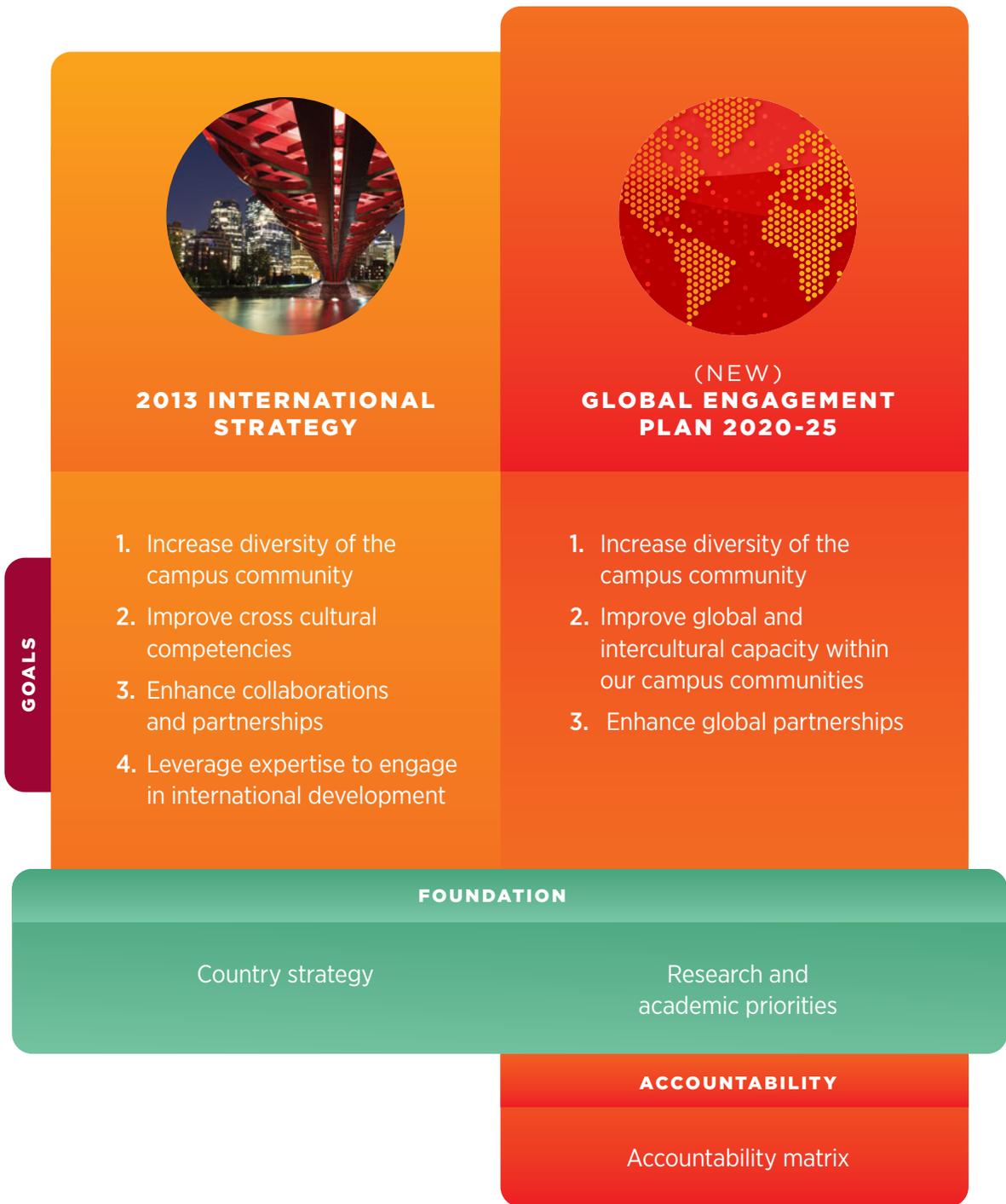


Figure 1: Goals of the previous vs. updated international plan

# Global Engagement Plan

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# Overarching vision

To further develop the University of Calgary's reputation as a global intellectual hub.

## Our approach

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### **STRATEGIC PARTNERSHIP DEVELOPMENT**

Partnerships are essential tools for internationalization, but must be approached strategically. Global partnerships should be focused, with clearly defined objectives that relate to our broader strategic goals while leveraging existing resources and strengths. Collaborative partnerships should be mutually beneficial, sustainable, and where appropriate, multifaceted. Whenever possible, the university should strategically work with universities and organizations that are highly ranked internationally, or within specific fields of strategic interest. Exceptions to this principle apply when the partnership accomplishes specific educational, research, and/or service objectives.

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### **FACULTY DRIVEN**

Global engagement activities at the University of Calgary will, for the most part, be led and driven by academic staff members, with facilitation, coordination and support provided by University of Calgary International (UCI). Academic staff members should strive to maintain networks of international collaborations. The Global Engagement Plan 2020-25 encourages and facilitates international interactions at the faculty and department levels. In select areas, such as global partnerships in training and professional development, specialized expertise also exists in Continuing Education and they may serve as the driver for these global engagement initiatives.

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### **INCENTIVIZED ACTIVITIES**

Sustaining global activities must involve creating and maintaining incentive structures at the faculty level that will drive the achievement of the global engagement goals.

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### **BUILD CAPACITY**

As unique repositories of knowledge, universities must leverage their expertise to contribute to civil society and capacity development globally.

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### **SUSTAINABILITY**

The value of global initiatives and activities must be assessed relative to their overall impact. Once partnerships are established, technology-enabled solutions to maintain activities should be explored whenever possible.

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## Goal 1

# Increase diversity of the campus community

Students at the University of Calgary bring a rich diversity of identities, cultures, languages and world views to the learning environment, adding a global dimension to our community. Canada as a country is becoming increasingly diverse and Calgary is currently the third most diverse Canadian city. The ability to collaborate with and learn from students and faculty from various cultural, ethnic and national backgrounds helps challenge monolithic perspectives and enables members of our campus community to expand their awareness of viewpoints and values that differ from their own. Through a diverse campus environment, we aim to provide students with intercultural experiences which will aid in the development of greater problem-solving capacity, critical thinking, and communication skills and in their becoming more accepting and thoughtful global citizens. International faculty enrich both domestic and international students' experience with a range of leadership styles and perspectives. Education within a diverse campus community prepares students to thrive in an increasingly complex and pluralistic society, fosters mutual respect and teamwork, and builds community.



### TARGET 1

#### Undergraduate target of 15% international students by 2022

Currently, 10.3% of our undergraduate student population is international, with international students representing 113 countries. The current top five countries represented include China, India, Pakistan, Bangladesh and Nigeria.



### TARGET 2

#### Graduate student target of 30% international students by 2022

Currently, 29.4% of the graduate student body are international, with students representing 106 countries. The current top five countries represented include China, India, Iran, USA and Brazil.

Post-secondary research and innovation rely on relatively free flows of highly qualified researchers across international borders. Graduate students in research-based programs are an important part of this enterprise, supporting and contributing to research at our institution. Our ability to attract outstanding graduate students from around the globe enhances the research productivity of the institution and our participation as a leader in international, innovative and interdisciplinary research.



The term “intercultural capacity” conveys the focus on skills, attitudes and knowledge, together with process and growth. Advancing Intercultural Capacity refers to a deepened and expanded awareness of cultural differences and to engaging with and responding to cultural differences with sensitivity, appropriateness, purpose and thoughtful intention. This capacity to value and respond to diversity involves navigating a myriad of cultures embedded in the many contextual dimensions of society. Valuing and responding to cultural differences also encompasses an increased awareness and acceptance of diversity and fostering positive relationships by attending to issues of (in) equity and social (in)justice. At the University of Calgary, Intercultural Capacity includes three core capacity areas: **Understanding Global Connections and Cultural Differences; Communicating Across Cultures; and Engaging Respectfully, Learning Cultures, Valuing Diversity** (*Intercultural Capacity Framework, 2020*).

A diverse campus community fosters and grows intercultural capacity in all of its members. It provides formal and informal curricula and pedagogies to develop students as global citizens, both at home and abroad. Intercultural capacity is a goal that the Global Engagement Plan shares with the *Indigenous Strategy, ii' taa'poh'to'p*.

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## Goal 2

# Improve global and intercultural capacity within our campus communities



As a university with a deep commitment to sustainability as expressed through our *Sustainability Strategy*, we are committed to ensuring that a number of our transformational intercultural learning experiences can be offered through local community resources, technological innovations and other creative strategies to provide alternatives to the high costs and commitments of global travel. Intercultural learning experiences often contain experiential learning at their core and can count towards the high-quality experiential learning experiences set out in the University of Calgary’s *Experiential Learning Plan*.

The programs that we offer at home and abroad enable members of our campus community to acquire experiences that create a bridge between knowledge and practice, develop intercultural capacity through their thinking, skills and attitudes, and provide exposure to international experts and different learning environments.

Types of programs and activities include:

### Mobility Programs

- Exchange
- Group Study/Faculty-led Field Schools
- Research Internships
- Industry Internships/Co-op
- Volunteer/Service Learning
- Short-term Learning Visits
- Visiting Faculty/Staff
- Capacity Development (global development programs and projects)

### Professional Development

- International conferences/meetings
- Intercultural capacity development opportunities, including land-based learning

### Projects: Global Learning at Home

- International Virtual Exchange
- Local Cultural Community Engagement Projects
- Co-curricular Competitions
- Events with Consular Corps

### Degree Programs

- Collaborative Degree or Certificate Programs (e.g. 2+2 and 3+2 programs)
- Joint PhD programs

Many of these programs would not be possible without our mobility partners and the relationships and strategic partnerships that have been developed and fostered globally.



### TARGET 1

**By 2025, 50% of our students will graduate with at least one International Learning Experience or Intercultural Capacity-building Experience that takes place either abroad or at home.**

Our 50% target includes both International Learning Experiences (ILE) abroad and Intercultural Capacity-building Experiences (ICE) that occur locally. Currently, 25.2% of our students graduate with an ILE abroad. This includes both credit and non-credit activities organized by university faculty, staff or approved student groups that take place outside of Canada for a minimum of five days. Local ICE are an important component of intercultural capacity building at the University of Calgary and are defined as the “purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students within domestic learning environments” (Beelen & Jones, 2015). Given the global health circumstances occurring in 2020, we anticipate that in the early years of the plan our focus will be on building intercultural capacity through local initiatives and virtual partnerships.

Over the duration of the Global Engagement Plan 2020-25, we will work to further define and establish metrics for ILE abroad and ICE activities and expand the opportunities available to students, especially to underrepresented groups.



### Goal 3

# Enhance global partnerships

The priorities of the Academic and Research Plans drive the strategic foundation for all global partnerships, including academic, research and global development, at the University of Calgary. The university's global partnerships should leverage and enhance the web of collaborations among our students, postdocs, faculty and staff and increase our international presence and impact. This includes maintaining strong relationships and collaborations with the Calgary Consular Corps and our diasporic communities. In order for our global partnerships to be impactful they must be based on solid and long-term relationships among faculty members and programs and sustained through strong institutional and faculty commitments.

- Academic Collaboration
- Research and Innovation
- Global Development
- Capacity Building and Training

The University of Calgary's strategic academic partnerships enable the development of joint and collaborative degree programs with institutions worldwide. Our mobility partnerships ensure that students are able to expand their global understanding through study abroad opportunities that foster strong intercultural capacities and contribute to global citizenship. The metrics associated with our academic partnerships appear in this plan under Goal 2: Improve Global and Intercultural Capacity Within Our Campus Communities.

Through our existing research themes and our focus on matching our research strengths with opportunities, we will leverage our expertise and entrepreneurial mindset to increase international collaborations and access international research funding. The focus on our research themes to drive our global research partnerships is complemented by individual scholars who are global leaders in their fields.

**The University of Calgary is committed to partnering with like-minded institutions that share our commitment to innovation and entrepreneurship, and where possible, that have research parks dedicated to creating social change and scientific innovation that translate research excellence into positive societal and community impact. These partners are institutions that share our focus on increased connectivity between academia, industry, government and non-government organizations and, like the University of Calgary, are fostering the next generation of talented thought leaders through innovation and entrepreneurial thinking.**

Building on our legacy in global development, we will leverage our expertise to work with partners in support of sustainable development, capacity building, research and innovation. The development initiatives we support also create opportunities for our students to develop effective intercultural skills and unique areas of knowledge, such as global Indigenous engagement.

The University of Calgary is a strategic partner in the delivery of training and professional development programs world-wide, particularly in our areas of academic and research strength. These activities bring skill development and knowledge acquisition to help meet global labour market demands.

# Accountability Matrix

Global engagement is a collaborative effort. The following accountability matrix for each of the three goals will assist with the implementation of the Global Engagement Plan, clarify the path for new initiatives and ensure success through progress tracking.

## GOAL 1: Priorities and Areas of Responsibility:

	Recruitment & Admissions	Institutional Partnerships	Immigration (Visa, study & work permits)	International Student Supports	English Language Programs	Student Sponsorship/Scholarship Development
UCI	✓	✓		✓		✓
Registrar's Office	✓				✓	✓
FGS	✓	✓		✓		✓
Faculties	✓	✓		✓	✓	✓
Continuing Education	✓	✓		✓	✓	✓
Student & Enrolment Services			✓	✓		

## GOAL 2: Priorities and Areas of Responsibility:

	Intercultural Capacity Building	International Learning Experiences (ILE) and Intercultural Capacity-building Experiences (ICE)	Eliminating Barriers to ILE	Academic & Mobility Agreements	Fees, Funding & Scholarships
UCI	✓	✓	✓	✓	✓
Registrar's Office			✓		✓ UG
FGS		✓		✓	✓ GR
Faculties	✓	✓	✓	✓	✓

### GOAL 3: Priorities and Areas of Responsibility:

	Research & Innovation Partnerships	Global Development Partnerships	Diplomatic & Consular Corps Partnerships	Training & Professional Development Partnerships
UCI	✓	✓	✓	✓
VPR	✓	✓		
Faculties	✓	✓	✓	✓
Continuing Education				✓ CPE

#### Notes:

1. The red check mark (✓) indicates a unit that is accountable for a particular priority. The accountable unit is the owner, initiator and driver of the priority area and in the case of institutional partnerships, has academic oversight. The orange check mark (✓) indicates a unit that is responsible for managing, facilitating, supporting or undertaking the work.
2. The activities of the units named will be coordinated through the Provost's International Strategic Committee (PISC) and will meet 3 to 4 times a year to ensure that progress is made on these activities. Each lead unit will be responsible for developing a plan to accomplish key goals which will be reviewed by PISC. Going forward, the PISC membership will be reviewed and include at least one representative from the VPR's office and two members from the decanal team.
3. UCI: University of Calgary International; FGS: Faculty of Graduate Studies; VPR: Vice President Research; UG: undergraduate students; GR: graduate students; CPE: Continuing and Professional Education.



# Looking forward: 2020-25

Over the next five years, the University of Calgary's Global Engagement Plan 2020-25 will guide our priorities and resources as we work towards our international goals in support of the Growth Through Focus strategic vision.

This plan will continue to transform our institution and how we engage globally. Growth in the number of international undergraduate and graduate students is an important component in our objective to create an increasingly diverse and inclusive campus community. We will attract global talent to our programs and international students will receive first-class education, training and development that can be applied both in Canada and abroad, utilizing their skills to transform societies and economies. We will reach out to underrepresented groups and reduce barriers to global educational opportunities. Our students will benefit from increased mobility opportunities and internationalization at home initiatives, acquiring the intercultural capacity necessary to work in and lead international teams both professionally and in the community.

Deeper integration with our communities and transdisciplinarity are big ideas within Growth Through Focus, and are at the core of this plan's approach to enhancing global partnerships. Integration with community includes connecting with people both globally and locally, to learn, collaborate, innovate, share culture, and support well-being. Our approach to research recognizes that the world's challenges require both transdisciplinarity and international collaboration. Over the next five years, our research partnerships will result in an accelerated global reach and recognition, impacting and improving lives in both our local and global communities.





## Recognition for the impact of University of Calgary's 2013 International Strategy



- **Association of International Education Administrators**  
*2020 Innovation Award in Internationalization*
- **Canadian Bureau of International Education**  
*2019 Catalyst Award*
- **Association of Public & Land-Grant Universities**  
*2017 Institutional Award winner for Global Learning, Research & Engagement*
- **Global Compact Network Canada**  
*2017 Canadian SDG Award*
- **Canada China Business Council**  
*2016 Bronze Business Excellence Award*
- **Canadian Bureau for International Education**  
*2016 Board of Directors' Award for Comprehensive Internationalization*

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