

University of Alberta

International Strategy Implementation Plan

Date: February 14, 2020

The University of Alberta's International Strategic Plan was formally approved in June 2019. The strategic plan, framed by our Institutional Strategic Plan, *For the Public Good*, outlines 11 objectives with corresponding strategies to advance the University's strong record of international engagement. The [International Strategic Plan](#) is available on-line at the Office of the Provost and Vice-President (Academic) website.

This implementation plan articulates the core actions we will take over the next five years and the measures that will document our progress. Achieving success will require the engagement of all sectors of our university community. This implementation plan articulates how our community will be engaged and who will be the champions for the various elements of the plan.

BUILD

International Objective 1: Build a diverse community of exceptional undergraduate and graduate students from all parts of the world.

Accountability: Provost

METRIC	Measure	Data Source
	1.1 Degree to which undergraduate enrollment and diversity targets are met	

BENCHMARK DATA (2018)	Undergraduate	Domestic	International	Total	% International
	New to the U	6,927	1,471	8,398	17.5%
	Total Enrolled	27,235	4,855	32,090	15.1%
	Graduate				
	New to the U	585	749	1,334	56.1%
	Total Enrolled	5,022	2,949	7,971	37.0%
	Total				
	New to the U	7,512	2,220	9,732	22.8%
	Total Enrolled	32,257	7,804	40,061	19.5%

note: includes BP, exchange, open studies, visiting, special, VSCP and PGME students (counted w undergrad)

Source: 18/19 Undergraduate Enrollment Report, 18/19 Graduate Enrollment Report, and ADMSTATS, Dec.1, '18

2024 TARGET	2000 new international undergrad students enrolled in September 2023 (To a goal of total international undergraduate enrollment of 6700 by 2024/25)
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CORE ACTIONS	Actions	Timeframe	Responsibility
	1.1 Review key international curriculum and calibrate to UAlberta undergraduate admission requirements for key markets	2019-2021	SCIEM
	1.2 Review and determine appropriate undergraduate English proficiency requirements	2020-2021	RO
	1.3 Undergraduate enrollment plans established for each faculty including diversification targets	annually starting 2019-2020	Provost/Deans
	1.4 Undergraduate recruitment plan developed including identification of target markets	annually starting 2019-2020	UAI (offshore)/RO (maple leaf)
	1.5 Review and update international student financial support programs	2020-2021	RO/FGSR/UAI
	1.6 Enrollment targets and recruitment plans established for course based masters programs	2020-2022	Deans

International Objective 2: Build a community of exceptional faculty members and scholars at the university with backgrounds in many parts of the world.

Accountability: Provost/Deans

METRICS	Measure	Data Source
	Academic staff with international degrees	HR/UAI
	Postdoctoral Fellows - number and diversity of countries	PDFO

BENCHMARK DATA (2019)	December 2019: 43% of UAlberta academic staff have at least one degree from a foreign institution.
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2024 TARGET	
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CORE ACTIONS	Action	Timeframe	Responsibility
	2.1 Establish metrics and target	2020-2021	
	2.2 Engage India Association of professors established and work plan identified	2019-2020	UAI
	2.3 Create internationalization awards to celebrate and recognize the achievements of professors and other members of the university community.	2021-2022	UAI

International Objective 3: Build and support an integrated, cross-institutional strategy to demonstrate and enhance the University of Alberta’s local, national and international story, so that it is shared, understood and valued by the full University of Alberta community and our many stakeholders.

Accountability: Vice President University Relations

METRICS	Measure	Data Source

BENCHMARK DATA (2019)	
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2024 TARGET	
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CORE ACTIONS	Action	Timeframe	Responsibility
	3.1 Establish metrics and target	2020-2021	VPUR

EXPERIENCE

International Objective 4: Ensure inclusion of international students into the campus community; support them in their pursuit of their academic, personal, and professional goals; facilitate lasting relationships for international students with their Canadian peers, the university, the City of Edmonton, the Province of Alberta, and Canada.

Accountability: Provost/Deans

METRICS	Measure	Data Source
	4.1 International student satisfaction	National or international benchmarking surveys (eg CBIE, ISB, NSSE) FGSR exit survey
	4.2 GPA, RTW, Retention, Completion rates for international vs domestic students, Time to complete (graduate degrees)	Data warehouse
	4.3 Student participation rates in WIL	RO
	4.4 Graduate employment outcomes (international vs domestic)	Career Centre graduate survey GoA graduate survey (TBC)
	4.5 Number of student groups with international focus	Student Groups

BENCHMARK DATA (2019)	Undergraduate Year 1 to Year 2 Retention Rates – Domestic International Comparison			
	Report Year	Cohort Year	National Status	Returned or Graduated %
	2014-15	2013-14	Canadian	86.4%
	2015-16	2014-15	Canadian	87.6%
	2016-17	2015-16	Canadian	88.6%
	2017-18	2016-17	Canadian	90.0%
	2018-19	2017-18	Canadian	89.1%
	2014-15	2013-14	International	85.2%
	2015-16	2014-15	International	84.1%
	2016-17	2015-16	International	86.7%
	2017-18	2016-17	International	88.6%
	2018-19	2017-18	International	89.1%
	Source: Tableau			

BENCHMARK DATA (2019)	Degree Completion – International Domestic Comparison				
		Undergraduate		Graduate	
		High School Admit Undergraduate Students (Completion measure is 6 years)	Post-Secondary Admit Undergrad Students (Completion measure is 5 years. Includes direct entry PS admit and 2nd entry admits)	Masters (Completion measure is 5 years)	Doctoral (Completion measure is 9 years)
	Cohort Year	2012/13	2013/14	2013/14	2009/10
	Report Year	2017/18	2017/18	2017/18	2017/18
	International	67.5%	68.6%	91.9%	86.3%
Domestic	68.1%	81.3%	89.6%	76.1%	

2024 TARGET	International student performance on metrics equals or exceeds domestic performance.
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CORE ACTIONS	Actions	Timeframe	Responsibility
	4.1 Assess student academic outcomes from key schools and transfer programs. Purpose of assessment would be to identify cohorts of transfer students that might require additional support and to determine what these supports might be.	2019-2020	Faculties/UAI
	4.2 Assess and enhance English language support for students, including Bridging program	2020-2022	UAI/DoS/Extension
	4.3 Update orientation materials for international students to include content on Indigenous peoples of Canada.	2019-2020	Vice-Provost-IPR / UAI
	4.4 Convene working group, reporting to the International Steering Committee, to assess the current supports and student satisfaction, then identify priority areas for improvement.	2019-2021	UAI
	4.5 Develop enhanced services/programs and new initiatives to meet identified priority action areas.	2021-2024	UAI, Faculties, Service units

International Objective 5: Introduce international dimensions in the learning experiences of all students to enrich their academic achievements, broaden their understanding of the world, educate them as global citizens, and facilitate their career success in a globalized economy.

Accountability: Provost/Deans

METRICS	Measure	Data Source
	5.1 Participation in international experiences	UAI
	5.2 First Year Interest and Senior Year Participation with Comparison to U15 peers	NSSE
	5.3 Number of academic programs with identified for credit education abroad options	
	Other possible leading indicators - website traffic to go abroad program finder, number of students seeing education abroad advising	

- Current UAlberta data collection is manual collection and self-reporting by faculties and student groups.
- U15 is exploring a metric to collect and share data on education abroad participation. Current only comparable is students reported participation in “study abroad” as collected by NSSE.

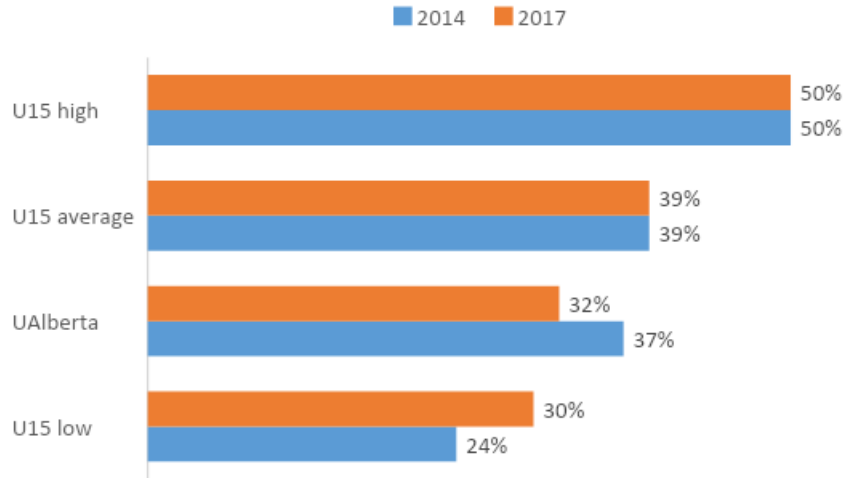
BENCHMARK DATA (2019)	University of Alberta Undergraduate Student Participation in Education Abroad					
	Year	Credit	Non-Credit	Total	Graduating Class	% Graduating Class participating in education abroad
	2018-19	726	275	1001	6418	15.6%
	2017-18	802	202	1004	6311	15.9%
	2016-17	760	260	1020	6495	15.7%
	2015-16	783	280	1063	6516	16.3%
	2014-15	719	224	943	6632	14.2%

BENCHMARK DATA (2019)	University of Alberta Graduate Student Participation in Education Abroad					
	Year	Credit	Non-Credit	Total	Graduating Class	% Graduating Class participating in education abroad
	2018-19	252	3	255	2111	12.1%
	2017-18	279	20	299	2048	14.6%
	2016-17	298	2	300	1974	15.2%
	2015-16	217	2	219	2034	16.3%
	2014-15	221	25	226	2026	14.2%

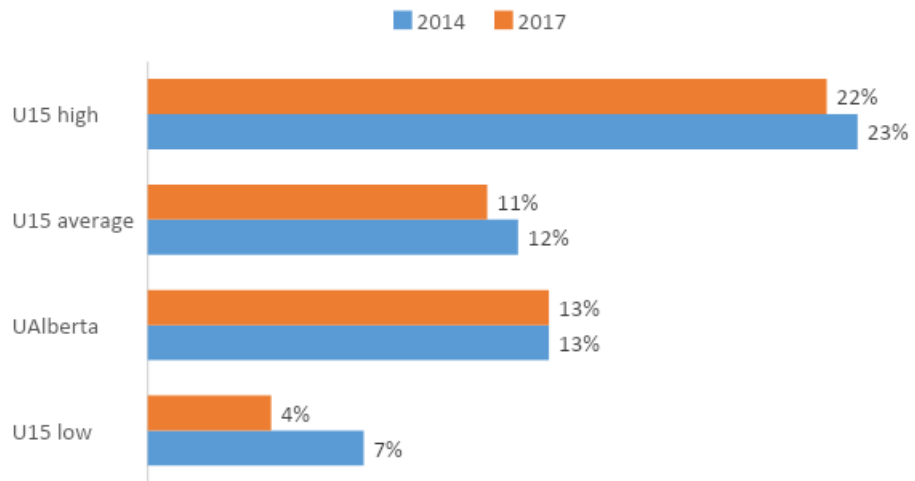
**BENCHMARK
DATA (2019)**

National Survey of Student Engagement (NSSE)

First Year: Plan to do study abroad program



Senior Year: Have done study abroad program



2024 TARGET

Double current participation rates

CORE ACTIONS	Actions	Timeframe	Responsibility
	5.1 Convene working group (reporting to ISC) to identify current barriers to increasing student participation and identifying actions to address barriers. Example might include education abroad scholarship strategy, data collection, credit transfer.	2020-2024	UAI
	5.2 Identify relevant international opportunity for every program of study and include in quality assurance review process for academic programs an element that assesses the opportunities within the program for students to gain international experience.	2019-2024	Faculties/UAI
	5.3 Develop common university wide framework for documenting international credit transfer that is transparent to students and faculty.	2020-2022	RO/Faculties (ACTC)
	5.4 Establish process for approval of new university-wide exchange agreements that better engages faculties and leads to enhanced credit transfer outcomes for students.	2020-2021	UAI
	5.5 Identify and advance campaign priorities that support students' international experience.	2020-2024	VP-Advancement /UAI
	5.6 Streamline process for the approval of graduate level shared credential programs (eg joint degree, joint supervision, co-tu-telle)	2019-2020	FGSR/UAI

EXCEL

International Objective 6: Strengthen, expand, and effectively support the international dimension of research and innovation.

Accountability: Vice President Research and Innovation

METRICS	Measure	Data Source
	6.1 Number of joint publications with international priority partners	Scopus / InCites
	6.2 Jointly created Intellectual Property with international priority partners	Tec Edmonton
	6.3 Evidence where joint research has influenced policy	
	6.4 Joint research funding secured for partnerships with international priority partners	RSO

BENCHMARK DATA (2019)	
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CORE ACTIONS	Action	Timeframe	Responsibility
	6.1 Develop a database of existing major international partners and a mechanism to assess and rate the strength of those partnerships (in coordination with Action 7.1).	2019-2020	VPRI / UAI
	6.2 Using the data developed in 6.1 and other criteria, identify 10 institutional priority partners whose expertise and interests match those of UAlberta in one or more Signature Areas (in coordination with Action 7.2). In addition to institutional priority partners, Faculties may identify their own strategic partners.	2019-2021	VPRI / UAI
	6.3 Develop a customized work plan for each priority partner with the aim of developing mutually beneficial and complementary programs of joint research, training and researcher mobility (in coordination with Action 7.2).	2019-2024	VPRI / UAI
	6.4 Track changes in the depth and breadth of partnerships using the database developed in 6.1 and use this data to guide ongoing strategy development.	2019-2024	VPRI / UAI
	6.5 Identify the barriers researchers face in pursuing international collaboration. Develop resources and tools to address barriers and support researchers in successful international engagement.	2020-2024	VPRI
	6.6 Enhance onboarding of new researchers to better support them in establishing and maintaining mutually beneficial international collaborations.	2020-2021	VPRI

International Objective 7: Establish, grow, and consolidate priority partnerships with a select number of institutions in countries of particular relevance to our university

Accountability: Provost/Vice President Research and Innovation

METRICS	Measure	Data Source
	Framework and processes established to identify and support priority partnerships	

BENCHMARK DATA (2019)

CORE ACTIONS	Action	Timeframe	Responsibility
	7.1 Establish a framework/metrics for identifying institutional priority partners and a reporting mechanism for highlighting activities	2019-2020	To be proposed by UAI to ISC
	7.2 Identify initial priority partners and develop a work plan for each	2020-2021	ISC/UAI/VPRI
	7.3 Develop a strategic fund to support priority international collaboration	2020-2021	VPRI / Provost
	7.4 Organize high-profile events to highlight the strengths of UAlberta, particularly in Signature Areas	2019-2024	UAI, VPRI office

ENGAGE

International Objective 8: Strengthen active participation in international networks, membership associations, and consortia to learn from partners abroad and to profile our university as an institution that is focused on collaboration.

Accountability: President's Committee on International Strategies (PCIS)

METRICS	Measure	Data Source
	Alumni engagement targets through event attendance, volunteerism, giving	Advance Database
	Number of personal scheduled visit with alumni in key markets	Advance Database
	Number of contactable alumni in key markets in Asia	Advance Database

BENCHMARK DATA (2019)		FY 2019	FY 2022 Target
	Annual Volunteerism	177 volunteer hours annually	Grow by 20%
	Annual Personal Scheduled Visits	100 visits annually	Grow by 10%
	Contact Information in key markets in Asia	FY 2019: 2,015 contactable alumni	Grow by 30%

CORE ACTIONS	Action	Timeframe	Responsibility
	8.1 Continue to grow volunteer chapters and volunteer initiatives in key markets in Asia, US and UK	2019-2022	Alumni Relations
	8.2 Launch partnership with UAI and Career Centre to assist international students with career related advice / mentorship locally and internationally	2019-2020	Alumni Relations, UAI and Career Centre
	8.3 Find lost international alumni, especially in key markets in Asia, to enhance pool of graduates available to advance the university's priorities	2019-2022	Alumni Relations and UAI
	8.4 Evaluate new potential strategic international networks	2021-22	UAI
	8.5 Identify meaningful partnerships for Centres and Institutes	2020-2024	Faculties/UAI

International Objective 9: Encourage UAlberta’s involvement with initiatives to benefit communities around the world that strive to better the lives of their citizens, to build peace, and to secure a sustainable future.

Accountability: Provost/Deans

METRICS	Measure	Data Source

BENCHMARK DATA (2019)

CORE ACTIONS	Action	Timeframe	Responsibility
	9.1 Establish metrics and target		
	9.2 Develop an inventory of UAlberta courses related to each SDG	2020-2021	Sustainability Council / UAI
	9.3 Develop an inventory of UAlberta international research and partnerships related to each SDG	2021-2022	Sustainability Council / UAI / VPRI
	9.4 Raise awareness of role University plays in advancing SDGs and highlight current contributions	2019-2024	Sustainability Council/UAI/UR
	9.5 Encourage and support international projects that work towards UN SDG targets	2019-2024	UAI
	9.6 Evaluate participation in SDG related benchmarking rankings (eg THE Impact Rankings)	2020-2024	Sustainability Council / UAI
	9.7 Provide tools and strategies that facilitate international collaboration with reduced need to travel.	2020-2024	VPRI
	9.8 In alignment with institutional commitments in the Institutional Indigenous Strategic Plan (currently in development), facilitate and enhance connections with international networks of Indigenous scholars and organizations to support international instruments dedicated to establishing or strengthening the rights of Indigenous peoples.	2020-2024	VP-IPR

SUSTAIN

International Objective 10: Ensure clarity of roles and responsibilities for all stakeholders in designing and implementing University of Alberta's international agenda and facilitate institutional collaboration and alignment.

Accountability: International Steering Committee

METRICS	Measure	Data Source
	10.1 Annual work plan and report produced	Provost Office

BENCHMARK DATA (2019)	
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CORE ACTIONS	Action	Timeframe	Responsibility
	10.1 Create International Steering Committee (ISC) work plan	2021	ISC
	10.2 Produce annual report on the progress of the Implementation Plan at the University of Alberta	Annually	UAI

International Objective 11: Ensure effective, efficient, as well as sustainable delivery of international projects and programs.

Accountability: Provost/Vice President Finance and Administration

METRICS	Measure	Data Source
	10.1 Annual work plan and report produced	Provost Office

BENCHMARK DATA (2019)	
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CORE ACTIONS	Action	Timeframe	Responsibility
	11.1 Establish metrics and target through assessment of benchmarking data on international activity.	2021-22	Provost/VPFA
	11.2 Establish international tuition model that is aligned with government tuition regulations, competitive with peer institutions and provides sustainable resources for the instruction and support of international students.	2019-20	Provost

Abbreviations

ASC	Academic Standards Committee
CBIE	Canadian Bureau for International Education
CTWG	Credit Transfer Working Group
DAIR	Disclosure, Assurance and Institutional Research
ISB	International Student Barometer
ISC	International Steering Committee
NSSE	National Survey of Student Experience
PDFO	Postdoctoral Fellows Office
PCIS	President's Committee on International Strategies
RO	Office of the Registrar
OAR	Office of Alumni Relations
SCIEM	Sub-Committee on International Enrollment Management
SDGs	Sustainable Development Goals
UAI	University of Alberta International
VP-IRP	Vice Provost Indigenous Programming and Research