



Canadore College

# Internationalization Strategy

2021 · 2023



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Our largest campus, situated on  
**650 acres** of forested area,  
overlooks the City of North Bay



# Introduction

**Canadore's Internationalization Strategy is being developed against the tumultuous backdrop of a global pandemic.**

Since early 2019, few things have been as they were before. However, Canadore as a college has not only persevered during this time as an institution of repute, it has thrived. Our international student enrolments have continued on an upward trajectory and we have continued to engage with international partners.

Doing so during a time when many activities (for example, international travel) was significantly harder bodes well for our institution. If internationalization at Canadore can thrive during a global pandemic, the possibilities as the world normalizes for Canadore's international engagements are, quite simply, limitless.

During the course of 2019-2021, internationalization at Canadore was guided by its 5 Guiding Pillars, Strategic Mandate Agreement (SMA) and its Academic and Strategic Enrolment Plans. Emerging from this pandemic period; however, is an opportune time for Canadore to take stock and determine how it wishes to engage with the broader conversation on internationalization at the local, provincial, national and international levels.



## Canadore's 5 Pillars



Student Success



Program and Service Excellence



Innovation and Entrepreneurship



Connection to Community



Sustainability (Fiscal and Environmental)



What is Canadore's vision for internationalization over the next few years, and how will it seize opportunities and confront challenges in this arena? This is the key question that the present document, Canadore's Internationalization Strategy 2021-2023, seeks to answer.

Through this strategy, Canadore College recommits to internationalization that is universally rooted in growth and diversification, while focusing on excellence in all of our activities. This premise holds true regardless of whether international education activity being carried out is onshore, delivered through out-of-country partnerships, or via local partners. We have learned much over the years through our long-term collaboration with Stanford International College to realize the growth and sustainability of the Canadore@Stanford brand. We will use the shared learnings of this partnership to build on, grow, evolve and expand in student-centric ways that guide us towards realizing our shared goals and those of our learners and communities.

**Following a process of internal dialogue and consultation, the vision of this strategy is threefold:**

- (i) to highlight Canadore College's strengths, opportunities and challenges vis-a-vis internationalization,
- (ii) to articulate a collective vision and set of principles that are in harmony with the College's strategic direction on internationalization, and
- (iii) to chart a way to holistically engage the broader college community on a journey to deliver on that vision through a set of key activities and deliverables between 2021-2023.

# Context

**International education represents a \$21 billion industry for Canada (Kunin et al, 2017); Canada's success is due to a multiplicity of factors, including our 'integrated' offer which allows international students work permits during and after graduation (access to the labour market), as well transitions to citizenship (access to permanent residency).**

Indeed, Canada witnessed a four-fold increase in international students between 2009 and 2019 (IRCC, 2019). International student enrolments account, now, for 14% of all Canadian institutional enrolments.

Among the almost 300,000 international students at Canadian campuses in 2018, 28% were from China and 23% from India. France represented 7% of all enrolments, the United States 4% and South Korea, Vietnam and Nigeria 2% each. This lack of diversification in source countries is one reason why the Federal Government's International Education Strategy (2019-24) referenced improving diversification not only from source countries, but also ensuring the benefits of international enrolment accrue more equitably across the country (Ontario currently hosts 47% of all international students). While enrolments at the college level are growing, 67% of all international students sought a bachelor-level program or higher (Statistics Canada 2020).

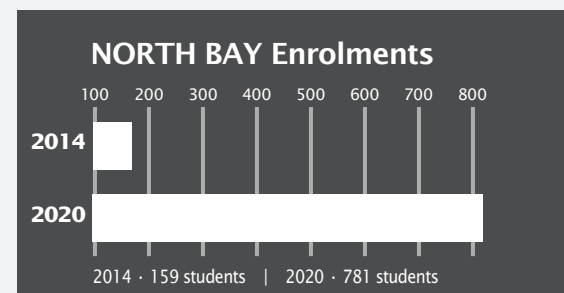


While COVID-19 has meant changes to existing ways of thinking and doing for all stakeholders and partners in the international education industry, it is apparent that demand for a Canadian educational experience and credential remains strong. International students bring a variety of benefits to our classrooms, campuses, and communities by increasing the social and cultural diversity of our campuses and thereby enhancing our intercultural awareness. For domestic students, their global competencies and global outlook is enhanced by their international student peers. International students also contribute to Canada's workforce both during and after their studies, and via transitions into permanent residency, becoming our neighbors and fellow citizens.

Canadore has hosted international student learners at our campuses for many years, with steadily increasing enrolments from 159 in 2014 to 781 in 2020 (North Bay enrolments).

Indeed, some of our former international students now work as employees for the College and many are presently working and living in North Bay and Parry Sound and contributing to the health and vitality of our regions.

Canadore's Internationalization Strategy 2021-2023 seeks to continue building on past successes to ensure that the benefits of holistic, reciprocity driven and equitable internationalization accrue to all members of the college community.





# The Process

## The Process of Developing Canadore's Internationalization Strategy

The approach to draft and develop Canadore's Internationalization Strategy was designed, not by coincidence, to be as inclusive as possible.

The process included three main steps:

### STEP 1 Discussion Paper

The drafting of a Discussion Paper was disseminated to the college community. The purpose of this step was to support informed consultations and inspire reflection during the next step.

This background paper included information on Canadore's current internationalization efforts and proposed ideas and suggestions on where we could go in the future.

Eleven reflection questions were also included in the document designed to speak to a variety of audiences (faculty, students, administrators, local community, etc.).

### STEP 2 College Consultations

Following the dissemination of the discussion paper, a college-wide community consultation was held on May 11, 2021, virtually between 10-1pm.

In addition, on May 12, 2021, a separate and targeted consultation session was held with international students studying at Canadore College. Several college colleagues also sent written submissions and feedback in response to the aforementioned discussion paper.

### STEP 3 Strategy Development

The strategy was drafted by the International Office by bringing together the results of the consultations along with available research, into the present document.

As such, Canadore's present Internationalization Strategy is reflective of the views of our stakeholders and the college community, but also best practices, data and information available from external resources (ex: Colleges and Institutes Canada (CICan).





# Mission, Vision and Values

Following the process of developing Canadore's Internationalization Strategy outlined above, the Mission, Vision and Values are proposed to guide Canadore's internationalization processes and initiatives in the years ahead.

## Mission

To harness, to the greatest extent possible, the benefits of holistic, authentic and ethical internationalization for Canadore College.

## Vision

To be Canada's go-to college for socially, fiscally and ethically sustainable internationalization through effective inbound international student services and outbound international mobility experiences, long-term institutional partnership development, and international capacity-building projects around the globe.

## Values

The following key values underpin and support the Mission and Vision of Canadore's Internationalization Strategy 2021-2023:

- ◀ Equity and Reciprocity
- ◀ Diversification
- ◀ Ethical Internationalization
- ◀ Intercultural Awareness
- ◀ International Mobility
- ◀ Cross-Departmental Alignment



# Guiding Principles



## Overview

All of Canadore College's activities must align with the five guiding pillars of our Strategic Plan (Solution 2022) which are: (1) Student Success, (2) Program and Service Excellence, (3) Innovation and Entrepreneurship, (4) Connection to Community and (5) Sustainability (fiscal and environmental).

Canadore's Internationalization Strategy will be aligned and fully in harmony with all elements of these five guiding pillars at all junctures of our implementation journey during the next few years. Using the results of the consultations with our diverse internal stakeholders, knowledge of key social and demographic trends affecting the College, Ontario and Canada, as well as external research, Canadore's 2021-2023 Internationalization Strategy will be guided by the following six key values:

1. Equity and Reciprocity
2. Diversification
3. Ethical Internationalization
4. Intercultural Awareness
5. International Mobility
6. Cross-Departmental Alignment



INTERNATIONAL  
EDUCATION represents a  
**\$21 Billion**  
industry for Canada





# Guiding Principles

## Equity and Reciprocity

Canadore's internationalization initiatives, projects and enrolments will seek to be reflective of true reciprocity and a commitment to holistic, international engagement that benefits all parties. For example, our international mobility will seek to contribute to what is often referred to as 'brain circulation' (rather than so-called 'brain drain', especially from developing country contexts).

## Diversification

Canadore will seek to diversify in all respects of its internationalization initiatives. Diversification speaks not only to the source countries of our international student learners but also their program enrolment choices while studying with Canadore. Diversification also hearkens to our international project and partner engagement abroad which should seek to be reflective of engagements in a diversity of world regions to the greatest extent possible. For example, Canadore will seek opportunities for engagement in Africa and the Middle East, regions currently not represented in its international partnership portfolio.

## Ethical Internationalization

Canadore will embed ethical, two-way and mutually beneficial internationalization into the core of its internationalization DNA. In particular, Canadore will respect and adhere to the Code of Ethical Practice, developed by the Canadian Bureau for International Education (CBIE, 2013), an obligation of membership in the organization which outlines, among other matters, that member internationalization activities are based on mutual respect and cooperation and are in the mutual interest of all parties. Canadore will also respect and adhere to the International Student Mobility Charter, developed by the European Association for International Education (EAIE, 2012), which guarantees and protects the rights of international students when studying abroad.



Approximately  
**\$1.7 MILLION**  
in scholarships and bursaries  
awarded annually



# Guiding Principles

## Intercultural Awareness

Canadore's Internationalization Strategy will seek to foster opportunities for the benefits of internationalization to flow and accrue to all members of the college community, including staff and students from all backgrounds (domestic and international alike). This means providing in-depth information and supports for faculty in teaching a diversity of student learners, as well as celebrating diverse cultures at our campuses, and providing opportunities for cross-cultural dialogue between domestic and international student learners.

## International Mobility

Canadore will seek to prioritize engaging its domestic students, as well as staff to the greatest extent possible, in international mobility abroad. This includes short- and long-term academic and non-academic international exchanges with a deliberate focus on under-represented student groups (including Indigenous learners, students with disabilities and low-income students). As a 'reach' goal, Canadore will seek, on average, that 7% of domestic students develop their global competencies through meaningful international experiences by 2023.

## Cross-Departmental Alignment

Recognizing that a 'whole-of-Canadore' approach is necessary to deliver on the goals outlined in this strategy, we will seek deep horizontal integration and cross-departmental alignment with all Canadore College departments and divisions, from the Registrar's Office, to Student Success Services, and from Marketing to the First Peoples' Centre. Wherever possible, we will collaborate within and among departments to ensure the best possible internationalization outcomes for Canadore College.





# Goals and Objectives

## Goal A

### Enhance Services and Supports for International Students

#### Objective A.1:

Strengthen communication platforms and provide timely information, support and advising to Canadore College international student learners

#### Objective A.2:

Enhance existing services for international students, and strategically engage in new value-added student service partnerships

#### Objective A.3:

Facilitate employment and career-related opportunities and supports for international students

## Goal B

### Develop and Sustain Effective International Partnerships

#### Objective B.1:

Identify and advance opportunities for strategic partnership development with like-minded institutions, partners and organizations abroad

#### Objective B.2:

Seek international development and capacity-building opportunities to effectively share Canadore faculty expertise and knowledge abroad

#### Objective B.3:

Develop articulation and pathway agreements with higher education institutions that reflect the full diversity of Canadore programs





# Goals and Objectives

## Goal C:

### Achieve International Recruitment Targets

#### Objective C.1:

Develop, sustain and enhance a diverse and effective agent recruitment network around the globe

#### Objective C.2:

Participate in a variety of value-added direct international recruitment events around the world with a focus on targeted recruitment markets

#### Objective C.3:

Diversify the source countries of Canadore College international students, while meeting enrolment and revenue targets

#### Objective C.4:

Participate actively in the development and deployment of innovative international-focused programs based on market research





# Goals and Objectives

## Goal D:

### Enhance Internationalization@Home and Outbound Student Mobility Opportunities

#### Objective D.1:

Facilitate opportunities for academic faculty to engage globally, including via joint publications, research and faculty mobility

#### Objective D.2:

Develop Internationalization@Home opportunities, and achieve outbound mobility targets for Canadore domestic students

#### Objective D.3:

Develop, launch and sustain a Canadore College Safety Abroad Program for inbound and outbound domestic student mobility





# Deliverables



**Canadore's 2021-2023 Internationalization Strategy** articulates a vision of holistic, reciprocity-driven internationalization that is in harmony with our Strategic Vision, Mission and Values, as well as Canadore's 5 Guiding Pillars.

Deliverables for the years 2021-2023 will be proposed and discussed with key constituent and partner groups among the college community in the weeks and months ahead. Proposed activities, initiatives, and projects will be developed that meet the overall goals and objectives articulated above.





# Next Steps



**Canadore's Internationalization Strategy (2021-2023)** seeks to guide and inform members of the Canadore College community with guiding principles, areas of opportunity, and targeted key deliverables to deliver on the full promise of internationalization for Canadore.

Canadore will regularly review progress on the goals and deliverables outlined in the strategy, adjust where necessary, and trigger required action.

What does success look like in the context of this strategy? Some elements that may constitute success include Canadore College achieving not only target enrolments from a diversity of countries into a diversity of programs, but also ensuring those international student learners feel safe and welcome and fully integrated into the Canadore fabric.

Success may also mean globally-oriented faculty engaging in research and projects abroad and Canadore domestic students regularly engaging in global mobility. Finally, success could also mean Canadore College is fully connected internationally, for example, via diverse international agreements, branch campuses and international development projects.

Overall, success means Canadore College has harnessed, to the greatest extent possible, the potential benefits of holistic and authentic internationalization.

Canadore's Internationalization Strategy belongs to all members of the Canadore community — students, and employees alike. We hope to collectively celebrate our successes year after year as Canadore continues to engage globally in the coming years.