

STRATEGIC INTERNATIONALIZATION PLAN 2006 – 2010

Internationalization is central to the Brock University mission and to the experiences of our students, faculty members and staff. Our President & Vice-Chancellor, Dr. Jack Lightstone, envisions that “our universities must increasingly internationalize their curriculum, exchange programs, their student recruitment, research endeavors, and many of their core activities. Canada’s universities must become the test-bed and practice-field for Canada and Canadian students who will live and work in a highly socially and culturally-diverse, and internationalized environment.”

Therefore, we strive to bring the world to Brock and to send Brock to the world. Our purpose is to make Brock a more internationalized university and we will do this by undertaking the goals and objectives identified in our strategic plan.

The Brock University Vision Statement (June 2006) holds the following commitments foundational to its institutional purpose - all of which are very relevant to a strategic plan for internationalization:

*Creating a learning community;
Fostering student engagement;
Enhancing diversity and inclusiveness;
Developing research intensity; and
Engaging the world.*

In addition, Brock University’s commitments are in keeping with the goals of all levels of government and their continued priorities and statements regarding our country’s place in the global economy, as follows:

- Today's international arena is marked by rapidly shifting economic, demographic, political and technological trends that are changing the world in which Canadians live. (*Foreign Affairs Canada, Canada's International Policy Statement 2005*)
- Canada is challenged to exert influence and demonstrate leadership in the face of a multitude of competing and interdependent world issues. Universities are helping to define Canada's place on the world stage by leveraging their capacity for research and knowledge transfer to find solutions to global challenges such as poverty and disease, and to build stronger diplomatic, scientific, and commercial partnerships. (*Momentum: the 2005 Report on University Research and Knowledge Transfer by AUCC*)

- *Canadian Universities: Active around the World (AUCC, October 2005)* describes knowledge partnerships enhancing Canada's influence around the world by:
 - Building global citizens
 - Bringing Canada to the world and the world to Canada
 - Fostering knowledge partnerships in key markets
 - Attracting the brightest international students
 - Harnessing knowledge for poverty reduction

- The Ontario Government is developing a comprehensive internationalization strategy, including an international education exchange strategy for Ontario students and a marketing campaign to advertise Ontario as the premier destination of choice to prospective international students. (*Ministry of Training, Colleges and Universities - Reaching Higher Plan for Postsecondary Education, January 2006*)

Furthermore, Brock University is committed to action towards achieving the United Nations Millennium Development Goals (MDGs) agreed to by all the world's countries and the world's leading development institutions. We will contribute positively to at least four of the eight identified MDGs including: achieving universal primary education; promoting gender equality and empowering women; combating HIV-AIDS, malaria and other diseases; and ensuring environmental sustainability. In each country with whom we engage as international education partners, whether developed or developing, we will do so with a strong sense of social commitment.

Brock University's commitment to internationalization requires a strategic plan to guide the development of its international programs and activities at an institutional level. The Deans have responsibility for internationalization within their Faculties. This strategic plan provides guidance to key units with international objectives including Faculties, Brock International, International Services, International Recruitment, ESL Services, Research Services, Graduate Studies, among others. The plan will be reviewed and updated as necessary to ensure consistency with university policy and overall institutional objectives.

See *Appendix A* for the organizational structure supporting international activities at Brock. The organization of international activities is based on functional responsibilities and is premised on the requirements for collaboration amongst the individual units and communication from these units with the Deans, Chairs, faculty members and students at Brock.

An Internationalization Committee (IC) was formed in August 2004 to serve as an advisory committee to the Provost and Vice-President Academic. Its mandate is to engage in the development and implementation of a strategic plan for internationalization, formulate relevant administrative policies and facilitate cross-departmental and Faculty communication. The membership of this committee is composed of the VP Academic, AVP Student Services, AVP Research & International Development, International Liaison Officer, Dean of Graduate Studies, and two Deans. The Chair of the Committee is appointed by the VP Academic.

Internationalization Goals at Brock University

Internationalization across the institution shall focus on:

- Facilitating recruitment and retention of international students
- Developing mechanisms for internationalization of curricula
- Promoting student / faculty / staff mobility
- Fostering international research and collaboration

Effective communications and promotion, both internally and externally, are integral to each of these areas so that Brock University's reputation will be recognized and well-known as an internationalized institution.

Facilitating Recruitment and Retention of International Students

A diverse range of students from other countries within the Brock community enriches the cross-cultural exchange of knowledge and ideas that emerges from all aspects of the academic experience. The benefits of an international student population depend upon Brock's ability to attract the best students, support them throughout their academic careers, and facilitate their integration into the Brock community. To effectively meet the needs of such a diverse group requires careful coordination by the offices responsible for international recruitment, admissions, advising and services including a balance of advising, group programming, information resources, and peer support, among other services. With successful international student retention, Brock contributes to the development of a loyal community of international alumni and enthusiastic graduates who recommend Brock and Canada to their friends and colleagues.

Developing Mechanisms for Internationalization of Curricula

Although student, faculty, and staff mobility contributes to the internationalization process by providing academically relevant international experiences, changes at the curricular level serve to enrich the process at a deeper institutional level. Accordingly, Brock is working towards adding an international dimension to existing courses and the creation of new international course opportunities.

Promoting Student / Faculty / Staff Mobility

Expanding one's knowledge and contacts through relevant engagements with diverse countries and cultures offers substantial benefits to students, faculty and staff, as well as support for the overall internationalization of the university. Facilitating mobility, both incoming and outgoing, through relevant and high quality programs requires investment in effective partnerships as well as exemplary management of each international experience.

Fostering International Research and Collaboration

Increasing the involvement of Faculties / departments, faculty, staff and students in international contracts, project opportunities, and other international joint ventures will strengthen Brock's reputation as a university of global renown and will enable application of Brock's innovations in research and practice in Canada and around the world, in developing- and developed -country contexts.

Goals and Objectives for Internationalization

Facilitating Recruitment and Retention of International Students

Strategic Goal - By 2010, international students will come from an increasingly diverse range of countries and will compose 10% of the undergraduate student population, and 20% of the graduate student population.

Objective 1 - To identify viable markets from which prospective international students will be recruited and ensure a diverse international student population.

Objective 2 – To implement an effective and integrated marketing plan for enhanced international recruitment results.

Objective 3 – To develop and implement a comprehensive pre-admission strategy and follow-up.

Objective 4 – To develop and implement a post-admission strategy to ensure a successful experience for incoming students.

Objective 5 – To increase the quality, quantity and diversity of innovative and relevant support services for student success and retention.

Objective 6 – To collaborate with the various international student groups on campus to support a vibrant and active international student community.

Developing Mechanisms for Internationalization of Curricula

Strategic Goal - By 2010, enhance the international dimension of academic programs providing direction and support for courses with new international content and/or delivery modes.

Objective 1 - The number of undergraduate and graduate courses offered with an international component / focus / location abroad will be inventoried and promoted so that each student in every department may have a global learning opportunity.

Objective 2 - To support at least 12 field courses abroad offered each year.

Objective 3 – To create an inventory and report on the degree programs which offer a semester or course abroad opportunity by way of an exchange program, field course, international co-op placement or internship.

Promoting Student / Faculty / Staff Mobility

Strategic Goal - By 2010, increase the participation rates and the quality of the experience of the Brock University community in relevant and appropriate international activities and programs.

Objective 1 – To encourage and facilitate awareness and accessibility of the Visiting International Scholar programs (**VIP / VIS and UM***) towards attaining new participation targets of 30 participants per year.

Objective 2 – To increase participation in student exchanges, from 75 semesters of students per year to 125 semesters of students per year.

*Visiting International Professor Program / Visiting International Scholar Program and University Mentorship program descriptions: <http://www.brocku.ca/brockinternational.php>

Objective 3 – To increase the number of participants in field courses abroad and other mobility programs to include 200 students per year.

Objective 4 – To encourage, monitor, promote and coordinate student participation in the Canadian-government-sponsored programs and other international work internship programs or opportunities, so that 10 students, undergraduate and graduate, participate each year.

Objective 5 - To implement a database or other similar mechanism(s) to identify and profile Brock faculty / staff participation in international linkages and explore ways that will aid and increase their ability to actively participate.

Fostering International Research & Collaboration

Strategic Goal - By 2010, maximize Brock's success and capacity for participating in international contracts / projects that optimally utilizes the university's intellectual resources.

Objective 1 - To double the number and success-rate of high-quality submissions / proposals to major international granting agencies.

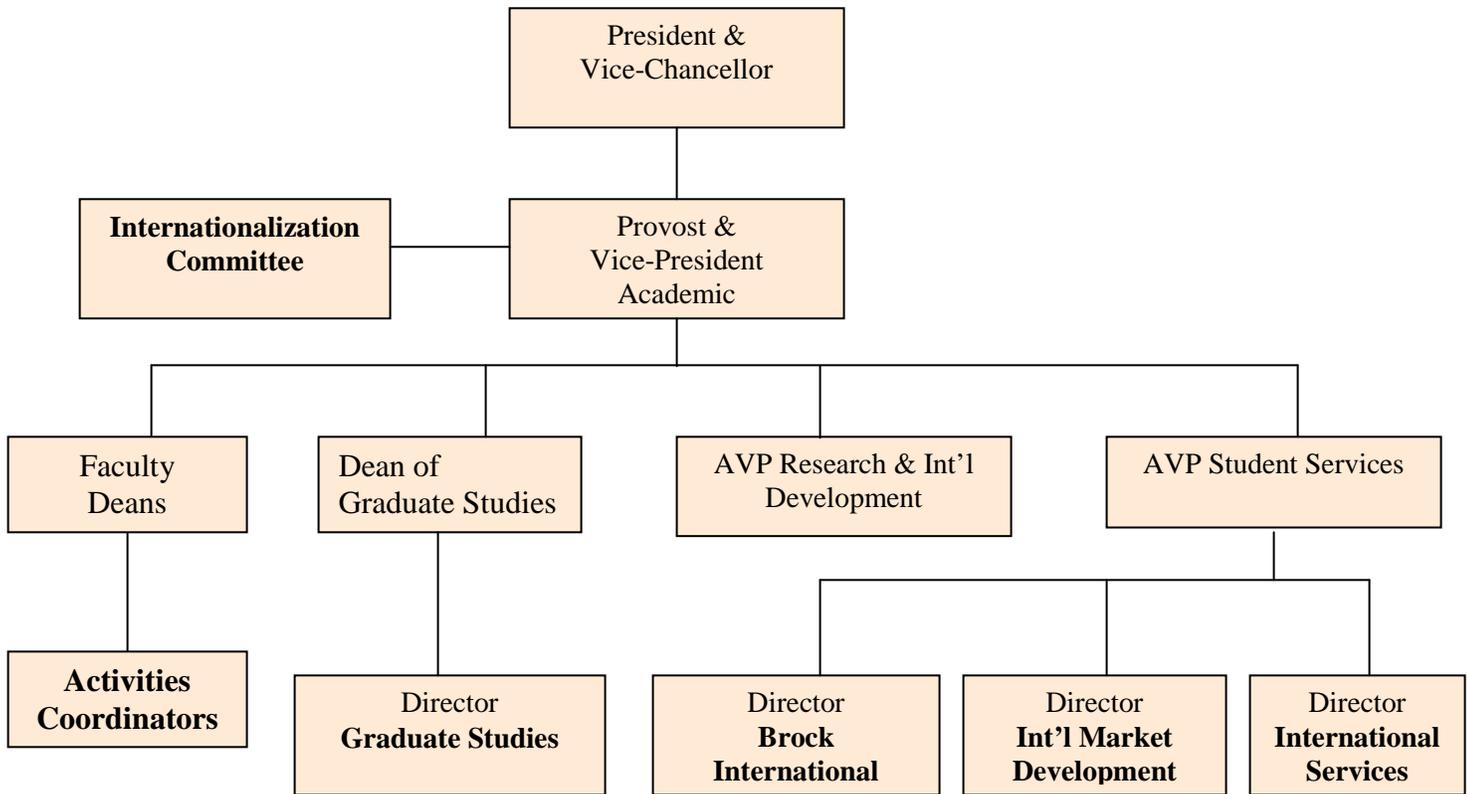
Objective 2 - To fund, by way of the Joint International Development Project Fund and other internal funds, 20 new initiatives that will lead to 10 application / proposal submissions, at least 1 of which will lead to a successful, externally-funded project.

Objective 3 – To dedicate one International Research Grants Facilitator and Project Coordinator to meet the objectives and goals in this area.

Objective 4 - To develop 25 new joint ventures and establish 15 satellite language institutes and testing centres.

APPENDIX A
Organizational Chart

Key Positions Responsible for International Activities at Brock



Brock International provides a broader institutional focus for our university’s commitment to internationalization. As one of the central points of contact between the University and the international community, Brock International engages with institutions in Canada and abroad to facilitate and promote opportunities that foster international learning and development for the Brock community – including faculty, students and staff. The Brock International office is responsible for a number of institution-wide initiatives including international protocol, receiving international visitors and delegations to the University, management of the visiting international professor and scholar programs, international faculty matters, centralizing information on international funding opportunities and assisting with project development, exchange agreement protocol, new international policy development, administering the International Course Support Fund and the International Initiatives Fund, among other international matters and affairs of the institution.

The **Office of Graduate Studies** is dedicated to exemplary service to graduate students, faculty, and staff through dedication, teamwork, and commitment to the continued excellent quality of the graduate experience at Brock. Brock University currently offers 37 graduate programs with others under development. Our rapid growth in graduate studies in recent years is an indication of Brock’s emerging status as a research-intensive university known for its vigorous intellectual climate. Over the next decade the province of Ontario plans to double its graduate student capacity and Brock intends to be in the forefront with innovative graduate programming of the first rank.

International Market Development is responsible for International Recruitment, the English as a Second Language Services Division, Joint Ventures & Collaborations, and the International Test of English Language Proficiency (ITELP) at Brock University. Brock has had an established ESL training institution for more than 20 years. Offering three 14-week programs year-round and a variety of shorter courses in the summer months, ESL Services also offers courses for special groups and needs. International Recruitment focuses on undergraduate recruitment in many countries around the world, linking with international high schools, by attending targeted education fairs and events, and through the use of educational agents and representatives in specific markets. Joint Ventures & Collaborations works closely with academic Deans and Chairs to develop 2+2 programs with international partner institutions.

The **Office of International Services** is the central point of contact for well over 1000 international students coming to Brock University each year from over 80 countries, as well as for Brock students studying abroad at institutions worldwide. Their office provides a wide range of servicing to students, both undergraduate and graduate Brock students, including International Student Advising, Exchange Program Administration, International Plus, Work and Study Abroad Service, and the University Health Insurance Plan for Students. In addition, International Services is responsible for international development education on-campus, to foster sensitivity to global issues of inter-cultural harmony through speaker sponsorship, film series, fairs, refugee sponsorship and other on-campus activities.

Some Faculties have an independent infrastructure with personnel (**Activities Coordinators**) responsible for coordination and management their international activities and initiatives.