



Internationalization Strategy: Phase II
2001 – 2010
Mount Royal College
Calgary, Alberta, Canada

Our International Vision

The Mount Royal College Internationalization Strategy: Phase II (2001-2010) was approved by the Board of Governors under the leadership of Jack Ady, Chair, and Hal Kvisle, Vice-Chair, in June 2001. This strategy document was updated in July 2005, and will serve as the strategy document (2005-2010) for the remaining period of Phase II.

Message from the President

In 1988, when we established the Office of International Education, we believed we had much to contribute to worldwide education and understanding. Over the years, that idea has been confirmed many times over, and we have welcomed thousands of students from around the world to Mount Royal.

International experience is crucial to the success, well-being and economic vitality of students, businesses, faculty, communities and countries around the world—and we are committed to internationalizing our curriculum to provide global opportunities for students. Partnerships between Mount Royal and some of the world's finest post-secondary institutions enable students and faculty to come to Calgary, and also enable our own students and faculty to have global learning experiences.

We welcome students and faculty from nations around the world to our campus. Here you will find exceptional learning opportunities and an opportunity to expand your global perspective.

We invite partners to work with us on international development projects, where the experience and qualifications of our faculty are valuable assets.

We encourage Mount Royal students, faculty and staff to study and work beyond Canada's borders. A world of opportunity awaits!



Mount Royal's Commitment to Internationalization

Mount Royal's vision is to be Canada's leading undergraduate institution, educating and training students for success and satisfaction in the knowledge economy.

Our internationalization strategy is a key factor in achieving this vision for Mount Royal. By strengthening and expanding our partnerships with institutions around the world, we provide international opportunities for our students and increase access for international students to our campus in Calgary, Alberta, Canada.

We offer our programs in a regular or customized format to individuals, our partners, government agencies, business and industry, both in Canada and overseas. We are committed to the development of our local, national and international community and, as Canadians, we embrace, respect and reflect the rich multicultural diversity of our communities.

Mount Royal has had a formal commitment to International Education for more than 15 years and is firmly committed for the future. For more information on our programs and services, we invite you to visit us in person or online at <http://international.mtroyal.ca>

Director, International Education



Background to Internationalization at Mount Royal

In 1990, the Mount Royal Office of International Education was formally established following market research undertaken from 1989-1990. This marked the beginning of the implementation of Phase I (1990-2000) of the International Education Strategy. In accordance with the institution's development plan at that time, the Office of International Education was placed within the newly established administrative unit of Extension Services, housed at the new City Centre Campus. The Office was given a mandate to operate on a revenue-generating basis, with no support to be provided from base operating funds.

During Phase I, International Education operated within a set of guiding principles which encouraged the enrichment of the Mount Royal educational experience through:

- creation of opportunities for Mount Royal faculty, staff and administrators to participate in international projects that provided professional development and renewal;
- creation of opportunities for Mount Royal students to participate in international activities and learning experiences;
- improved access to Mount Royal for international students; and
- contribution to the socio-economic development of the local, national and international community.

These guiding principles were developed in accordance with the strategies for internationalization presented by Canada's leading researcher in the area, Jane Knight, in her CBIE Research Paper entitled "Internationalization: Elements and Checkpoints" (1994). Over the initial 10-year period of Phase I, the Office of International Education systematically developed a successful range of international programs and services which were recognized nationally with the Association of Canadian Community Colleges (ACCC) Internationalization Excellence Award in 1995.

Notwithstanding Mount Royal's accomplishments during this period, an internal assessment conducted in 2000 indicated that internationalization had not yet truly become part of the Institution's core activity: teaching and learning. For that reason, Mount Royal committed to prepare a strategy for a second phase of internationalization (2001-2010), which would strive to integrate international programs and activities into mainstream campus life, including teaching and learning, research activities and the delivery of student services.

It is within this context that the Mount Royal Internationalization Strategy: Phase II (2001-2010) was framed. The strategy, while adjusted internally on an annual basis through a formal planning process from 2001-2005, has, as of July 2005, been officially updated for the period 2005-2010.



Mount Royal's Rationale for Internationalization

Learning recognizes no borders or boundaries. Since the Renaissance of the twelfth century, schools of higher education have become cosmopolitan communities of students and teachers striving for excellence in teaching and scholarship.

In the twenty-first century, the internationalization of Mount Royal will be seen as a sure sign of its excellence. That excellence will be based on an internationalization strategy that recognizes the tension between the social and cultural diversity of knowledge and its universality.

By recognizing that an international dimension needed to be an integral element of a Mount Royal education, the institution joined a significant group of Canadian universities and colleges that believe that "post-secondary institutions have a key role in developing awareness, knowledge and skills among Canadians so that they are able to work and live in an environment that is both local and global in nature" (Knight, 1994).

In 1995, the Association of Universities and Colleges of Canada (AUCC) presented a statement that included six key reasons for internationalizing Canadian higher education. Internationalization, it was posited:

- ensures excellence in higher education and research;
- develops human potential through economic and social development;
- creates a forum for sharing ideas by creating the "global village" in the academic community;
- fosters international co-operation;
- enhances student mobility; and
- contributes to international development assistance.

On a provincial level, Alberta Advanced Education has prepared a strategy document (updated in 2005) that underlines the importance of creating international perspectives and learning opportunities which will enhance the education and career choices of Alberta students.

In 1999, Mount Royal's Long-range Institutional Plan: 2005 recognized that internationalization would enhance the attractiveness of Mount Royal as an institution of choice.

"Students will choose Mount Royal because it recognizes their diversity—cultural, educational, experiential. Students from other countries, recent immigrants and those on student visas feel welcome.

Among its outcomes, the curriculum may include acquiring skills in an additional language, developing Canadian and global perspectives, and developing intercultural competence. Mount Royal students will have significant opportunities to study and work abroad." (Chapter 5, p. 5)

The successful implementation of Mount Royal's second phase of internationalization has already made an important contribution to achieving the vision of being recognized as Canada's leading undergraduate institution. It is anticipated that the updated plan for 2005-2010 will continue to guide Mount Royal in achieving its long-term goal for internationalization.



Terminology

In accordance with the Oxford Dictionary definition, “international education” refers to educational relationships that exist or are carried on between or among nations.

In the words of Jane Knight, internationalization can, quite simply, be defined as: “the process of integrating an international/intercultural perspective into the teaching/learning, research and service functions of a higher education institution” (Knight, 1994). This definition has provided Mount Royal with a general framework to work toward the strategic goal of internationalizing all aspects of Mount Royal life.

The rich multicultural reality of Canada, Calgary and the Mount Royal community provides a positive framework for accepting an international perspective, which will increase the opportunities for students to develop skills to live and work effectively in the knowledge economy.

Strategies for Internationalization: Phase II

Six key strategies that contribute to the internationalization of Mount Royal were identified in 2000. These strategies remain valid for the period 2005-2010.

They Include:

- Strategy #1 - Institutional Partnerships
- Strategy #2 - Mount Royal Students' Participation in International Experiences
- Strategy #3 - International Students
- Strategy #4 - The Mount Royal Curriculum
- Strategy #5 - International Development and Training Assistance
- Strategy #6 - International Contract Training



Strategy #1: Institutional Partnerships

Partnerships with institutions of higher education in other countries of the world and with local multicultural community organizations create opportunities for Mount Royal students to add value to their post-secondary education. They may participate in learning experiences such as exchanges, virtual learning experiences, Directed Field Studies, internships, study tours, mentorships, volunteer experiences and practica. Active partnerships also increase the opportunity for faculty, staff and administrators to enrich the workplace experience through the professional development and renewal afforded by participating in exchange placements, visiting professorships (actual and virtual), consultancies, project work, customized training and joint research.

On a reciprocal basis, the Mount Royal community benefits from the perspective and experience of students, staff, faculty and administrators from partner institutions who take part in similar activities here.

The development of formal partnership agreements with educational institutions in other countries allows Mount Royal to negotiate favorable conditions through agreements on tuition waivers and in-kind contributions. This strategy also protects the institution, to the best of its ability, from major risk and liability issues. Mount Royal will sign partnership agreements only where it is assessed that there is a fit with the mission, values, programming base and strategic directions of the partner institution and a strong indication that the partnership will be active. Mount Royal has established an Internationalization Incentive Fund which is available to support the development of partnerships, as needed.

Target 2010

In the fall of 2005, Mount Royal has 44 active agreements with international partner institutions. New partnership agreements will be developed on an annual basis in accordance with the resources available within the Office of International Education to manage and sustain the new partnerships.

- Faculties/Schools/Centres will be invited, on an annual basis, to identify the types of institutional partnerships that will add value to the educational experience and career opportunities of students in their programs. These partnership opportunities will be evaluated and pursued as resources permit.
- Existing partnerships will be monitored and evaluated on an annual basis. Inactive partnerships will be discontinued.
- Support for the development of new partnerships will be available from the Internationalization Incentive Fund, upon approval and as needed.



Strategy #2: Mount Royal Students' Participation in International Experiences

Participation in international experiences provides students with the opportunity to expand their personal horizons, enhance their educational experience, add value to their credentials and increase their opportunities for employment in the knowledge economy. International experiences contribute to the creation of student success and satisfaction, the core purpose of Mount Royal.

International experiences offered by Mount Royal may include, but will not be limited to: semester- or year-long exchanges with partner institutions; employment in international programs delivered on campus; mobility scholarships; internships and work placements; Directed Field Studies placements; language learning; study tours; field schools; concert tours; sports tours or competitions and local volunteer programs.

Target 2010

- Mount Royal will strive to increase student participation in international activities by a minimum average of 20% per year.
- Information on international opportunities will be promoted to students centrally through the Office of International Education, in co-operation with the credit Faculties and the Students' Association.
- Student services such as pre-departure orientation, re-entry debriefing, access to language training and cross-cultural communication workshops will be continuously improved and new programs developed for students, as needed.
- Proposals to external funding sources and targeted fund raising efforts to corporate donors will be undertaken (by the Office of International Education, the Mount Royal College Foundation, individual Faculties) in order to increase the sources of financial support available to students participating in international activities.



Strategy #3: International Students

International students come to Mount Royal for study in full-time degree, university transfer, diploma and certificate programs. They also come for full-time English language training in the Languages Institute, for music training in the Conservatory and for participation in the customized training packages offered during the regular semesters and the spring/summer period. They also attend Mount Royal as part of government-sponsored mobility exchanges or direct exchanges with partner institutions. International students choose Mount Royal because of the international profile that has been established over the past 20 years, because of the excellence of educational programs, facilities and services, and because of the attractiveness and reputation of Calgary, Alberta and Canada.

International students, in general, are seeking to pursue higher education in Canada in order to improve their employment and career development options. All students wish to expand their personal and educational horizons by living and learning in another language and culture. International students enrich campus life by providing an alternative perspective on educational issues and cultural activities. They serve as ambassadors for Mount Royal and Canada when they return home and build an alumni network that is important for future Mount Royal initiatives and for trade and economic development links for Alberta and Canada.

Target 2010

- The Languages Institute, which serves as a feeder to Mount Royal degree and diploma programs, will continue to provide high quality English language training programs that prepare international students, landed immigrants and refugees for a seamless flow into post-secondary programs and to the business world.
- Student services provided through the Division of Student Affairs and Campus Life, in consultation with the Office of International Education, will continue to be responsive to the needs of the Mount Royal international student population.
- Enrollment Management Services and the Office of International Education will work together to develop long-term recruitment strategies, establish quotas, and review program entrance requirements in order to streamline the acceptance of international students into the institution.
- Efforts will be made to increase sources of financial support to international students through development of scholarship funds, donations from external funding agencies and corporate fundraising initiatives.



Strategy #4: The Mount Royal Curriculum

A curriculum that includes an international dimension increases the opportunities for Mount Royal students to acquire the skills and knowledge to perform competently, both professionally and socially, in an international environment. Such a curriculum provides students with knowledge of the differences in professional practices across cultures, and offers opportunities to learn other languages and participate in a broad range of cross-cultural learning experiences and activities. It also reflects diverse perspectives on economic, political, environmental and social issues of global importance.

Target 2010

- Faculties/Schools/Centres will, as part of the annual planning process, identify their strategies for internationalization of the curriculum. Implementation of those plans will be reflected in the annual “Report on the Implementation of the Internationalization Strategy” prepared each year by the Office of International Education.
- “Seed-funding” support from the Internationalization Incentive Fund will be made available to Faculties to develop new proposals for internationalization of the curriculum.
- The Office of International Education will provide support to Faculties for the development and implementation of proposals to programs such as the Program for North American Mobility in Higher Education, the Canada-European Community Program for Co-operation in Higher Education and Training, the ACCC Canadian College Partnership Program (CCPP) and the Canadian Bureau for International Education (CBIE) Internationalization Excellence Fund.



Strategy #5: International Development and Training Assistance

Through participation in international development projects funded by agencies such as the Canadian International Development Agency (CIDA), the World Bank or the Inter-American Development Bank, Mount Royal is able to provide assistance to educational institutions in the developing world. Faculty, staff, students and administrators have the opportunity to share their experience and develop their expertise through working with colleagues in developing countries. They will also have the opportunity for significant learning experiences through participation in projects, consultancies, internships or volunteer placements.

To date, Mount Royal has participated in more than 30 international development projects involving institutions in countries such as Brazil, China, Cuba, Ecuador, Palestine, Guyana, Hungary, India, Indonesia, Jordan, Lithuania, Malaysia, Mexico, the Philippines, Russia, Singapore, Suriname, Thailand, Trinidad, Uzbekistan, Vietnam, the Dominican Republic and Zambia.

Target 2010

- MRC will strive to be involved in a maximum of two international development projects on an annual basis. The Office of International Education will work with Faculties/Schools/Centres to coordinate the development and implementation of proposals and projects.
- Networks with key national and international agencies such as ACCC, CBIE, International Organization for Higher Education (IOHE) and the Consortium for North American Higher Education Collaboration (CONAHEC) will be maintained and supported.
- Mount Royal will participate, where appropriate, in proposals coordinated by provincial or national consortia for presentation to national or international funding agencies.



Strategy #6: International Contract Training

Canada is recognized internationally for the quality of its education system. Increasingly, governments and institutions in other countries are willing to purchase customized training packages that address particular needs for their national development.

The Government of Canada acknowledges that education and training are valuable exports, similar to other more traditional commodity exports. Federal departments such as the Department of Foreign Affairs and International Trade (DFAIT), Human Resources and Skills Development Canada (HRSDC) and Industry Canada are providing support for the development of international contract training programs.

Mount Royal will work with international partner institutions, government agencies and businesses to provide customized training packages either in Canada or overseas.

Target 2010

- On an annual basis, each Faculty/School/Centre will be invited to identify one program area with potential for international contract training. Funds will be made available from the Internationalization Incentive Fund, as appropriate, to assist with the development of training packages and their subsequent marketing and promotion to potential international clients.
- The Office of International Education, in conjunction with the Faculties/Schools/Centres proposing the programs and the Faculty of Continuing Education and Extension (the contract training delivery unit of Mount Royal), will prepare the budgets and market, deliver and evaluate the contract training programs.



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