



Global Engagement Strategic Plan

2023-2028

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A Message from the Principal and Vice-Chancellor and the Vice-Provost, Global Engagement



Patrick Deane
Vice-Chancellor
and Principal

Engaging with the world is fundamental to the values and aspirations of Queen's University.

The deep interconnections that shape the modern world also shape the academy. These interconnections transcend national borders and geographical distance, with the result that the most urgent dilemmas of our time are global. As the urgency of those challenges grows, the measure of an institution will depend on its global impact. "The Queen's community — our people — will solve the world's most significant and urgent challenges with their intellectual curiosity, passion to achieve, and commitment to collaborate" — this vision of the university calls for a global mindset.

Advancing the global impact of Queen's University is one of the six goals of the **Queen's Strategy**. The new Global Engagement Strategic Plan 2023-2028 provides a bold roadmap for advancing this goal and the mission of the university more broadly. It identifies guiding principles and overarching objectives and translates them into specific, pragmatic measures to ensure that aspirations become action. Resources and supports to empower this work are signaled throughout the strategic plan and in the implementation guide that will follow.

At the forefront of this plan is a deep recognition of the equity concerns that must be addressed in any global work on behalf of the institution. Indeed, a core value of Queen's is the acknowledgement that we have a "responsibility to build a diverse, equitable, inclusive, and anti-racist community for our people, to Indigenize and decolonize the academy, and in all that we do, to observe the interests of the planet and the life it sustains."

This is a university-wide strategic plan that will require contributions from staff, faculty members, alumni, and academic leaders across all the university's campuses, in Canada and abroad. We will only realize this plan by working together in true partnership with local and global communities.

The high degree of engagement and commitment that the Queen's community has already demonstrated in developing this plan provides an inspiring and formidable foundation for the work ahead.



Sandra den Otter
Vice-Provost,
Global Engagement

Land Acknowledgement

Queen's University is situated on the territory of the Haudenosaunee and Anishinaabek.

Ne Queen's University e'tho no'we nikanónhsote tsi no'we ne Haudenosaunee tánon Anishinaabek tehatihsnónhsahere ne óhontsa.

Gimaakwe Gchi-gkinoomaagegamig atemagad Naadowe miinwaa Anishinaabe aking.

True acknowledgement of Queen's University's presence on Indigenous territory complicates common approaches to global engagement in higher education, which are often organized around colonial borders of nation states. The Queen's Global Engagement Strategic Plan 2023–2028 includes Indigenization as a core principle and commits to advancing alternative visions for global engagement that further the goals of Indigenous peoples and communities.

We acknowledge that this strategic plan is only a start to Indigenizing global engagement and is not yet a re-making of long-entrenched colonial systems of education, knowledge production, and international relations.



Introduction

Queen's Strategy

Mission

Queen's is the university for the future. We stand on a history of strength but are unafraid to challenge assumptions of the past. We offer an exceptional student experience, attract and cultivate excellence and leadership, and push the boundaries of knowledge through research — in service to an inclusive, diverse and sustainable society.

Vision

The Queen's community — our people — will solve the world's most significant and urgent challenges with their intellectual curiosity, passion to achieve, and commitment to collaborate.

In 2021, Queen's University launched the **Queen's Strategy** with six goals to enable the university to respond to the world's most significant and urgent challenges. The Strategy calls for a new perspective on our core mission: to have an impact for the greater good – not only in Canada, but worldwide.

Global engagement is critical to Queen's vision of impact. The most pressing challenges facing the world are not confined by national borders and will require holistic solutions, as highlighted by the **United Nations Sustainable Development Goals (UN SDGs)**. Community and interconnectedness — locally, nationally, regionally, and globally — are central to our ability to help shape a more just, sustainable, and inclusive society.

Queen's Global Engagement Strategic Plan 2023-2028 presents six interrelated objectives for advancing the university's ability to have global impact. In keeping with the centrality of connectedness, the first objective focuses on mutually beneficial partnerships with external stakeholders which forms the basis of our values-driven approach to global engagement. The subsequent objectives address global engagement in core aspects of the university's mission and identify actions and approaches necessary for successful implementation. Together the objectives aim to build capacity and empower the Queen's community to embed global engagement across all aspects of university life.

As an institution of higher education and research, our impact will ultimately depend on our ability to create a thriving global knowledge community, both at Queen's and with our partners worldwide. Creating this community requires ongoing changes to academic and campus life to allow us to truly welcome diverse ways of knowing and being from around the world. This strategic plan is grounded in a set of principles for global engagement that will help guide these changes.

We recognize that the objectives in the strategic plan are bold and will not all be fully achieved in five years. Implementation will demand continuing resolve and accountability, as well as a willingness to listen, learn, and collaborate. To enhance accountability, the strategic plan includes, where possible, specific and quantifiable actions for building Queen's capacity to be globally engaged.

Developing the Global Engagement Strategic Plan

The Queen's Global Engagement Strategic Plan 2023–2028 is based on extensive community consultation. Over two years, the Office of the Vice-Provost, Global Engagement consulted with more than 400 Queen's faculty members, students, staff, and alumni, as well as community members and global partners, to shape the plan.

The Global Engagement Strategic Plan Advisory Committee, comprised of the Deputy Provost, Deans, faculty members, staff, and student leaders, oversaw the development process. Representatives from the International Association of Universities (IAU), a not-for-profit organization associated with UNESCO, visited the university in May 2022. They provided comprehensive recommendations on how to enhance global engagement at Queen's based on a thorough self-study document produced by seven campus-wide working groups.

To learn more about the development of the strategic plan, please visit the [Global Engagement Strategic Plan 2023–2028 webpage](#).



QUEEN'S COMMITMENT

Our principled approach to global engagement

Global Impact

Queen's aims to be a truly global actor — applying our intellectual curiosity and talents, within and beyond academia, to address complex global challenges in equitable ways. We commit to advancing the **UN Sustainable Development Goals (UN SDGs)** as a valuable framework that we share with our global partners for creating a more just, equitable, and sustainable society.

Indigenization

Led by and in collaboration with Indigenous peoples, Queen's commits to advancing a vision for global engagement that furthers the goals of Indigenous peoples and communities. We will strengthen existing and develop new relationships with Indigenous nations in and outside the colonial borders of Canada and identify, resource, and implement new approaches to Indigenous global engagement throughout the five-year period of the strategic plan.

EDIAA: Equity, Diversity, Inclusion, Anti-Racism, and Accessibility

Queen's actively commits to advancing EDIAA in global engagement to build sustainable futures for all. As an institution of higher education and research, we aim to create a global knowledge community in which all people, in their intersectional diversity, can bring their perspectives and ways of knowing to global questions. We commit to developing equitable partnerships with Black communities in keeping with the university's commitments to the **Scarborough Charter**. We also will address the ways that global engagement practices may perpetuate injustice and will reduce barriers to participation in global opportunities.

Mutually Beneficial Partnership

An Indigenized and EDIAA-informed approach to global engagement is based on mutually beneficial partnership with and between diverse communities locally and globally. Rather than beginning with questions and approaches built at Queen's, we seek to co-create and co-design solutions that are rooted in local contexts with partners in a spirit of respect and humility.

Sustainability and Stewardship

Stewardship and the spirit of service inspire Queen's global engagement. We will reduce and mitigate the environmental, social, cultural, financial, and other challenges associated with global engagement and actively advance the sustainability and stewardship objectives of the UN SDGs.

The Whole University

This strategic plan imagines a university in which global engagement and action are woven through all that we think and do. This goal requires the creation of pathways and the removal of barriers to whole university commitments, as well as adequate financial and staffing resources. We seek to build synergies across the rich diversity of globally engaged initiatives at Queen's, including transdisciplinary initiatives.

OBJECTIVE ONE

ENHANCING GLOBAL PARTNERSHIPS

Embed Queen's in the global community through mutually beneficial partnerships to co-create a better university, city, region, and world

At its core, global engagement is about working with local, national, and global partners to achieve common goals. Queen's has historically focused its partnerships in the United States, Western Europe, Australia, New Zealand, and more recently East Asia. These partnerships remain critically important to our mission, and the university will continue to support their growth.

However, Queen's aim to have impact co-created with diverse communities worldwide requires us to expand capacity for partnership development beyond our well-established geographic regions.

The strategic plan identifies four priority regions — Africa and the Middle East, Latin America and the Caribbean, South Asia, and Southeast Asia — for the development of regional strategies and investment of university resources for partnership development. It also recognizes the importance of building global partnerships with Indigenous and global Black communities in and outside the priority regions.

Our expanded understanding of the university's mission requires us to partner with a wide-range of organizations. We aim to expand trusting partnerships with civil society groups, non-governmental organizations, industry, and the public sector. We will engage the networks, talents, and skills of Queen's alumni to develop these partnerships and advance all the objectives of the strategic plan.

To advance this objective, Queen's will...

1.1 Develop and implement values-based, regional partnership strategies to increase the number and effectiveness of university-wide global partnerships and Queen's partnership-building capacity.

- Enhance existing and develop new partnerships in four strategic priority regions (Africa and the Middle East, Latin America and the Caribbean, South Asia, and Southeast Asia). Priority will be given to partnerships that build strong and reciprocal relationships with Indigenous and Black communities.
- Designate at least one university in each priority region as a strategic partner for comprehensive engagement.
- Create a regional advisory council for each priority region and China to define and advance strategic, mutually beneficial partnerships and initiatives.
- Implement "regional hubs" in the Office of the Vice-Provost, Global Engagement to develop region-specific strategies and assist members of the Queen's community in developing global partnerships in all geographies.

The regional hub approach to global engagement would provide:

- One staff member per region in the Office of the Vice-Provost, Global Engagement.
- Principles and tools for developing mutually beneficial, reciprocal partnerships.
- Internal, flexible funding sources to develop initiatives with strategic partners.
- Canadian and foreign government relations strategies to identify global opportunities and funding sources.
- University-wide communications on the partnership landscape at Queen's.
- Facilitation of connections between Queen's faculty members and researchers and international governments, researchers, NGOs, and community groups.
- Analysis of geopolitical challenges that affect university partnership development.
- Actions to address challenges to mutually beneficial partnership development, including housing, visas, and asymmetrical financial resources.

- 1.2 Partner with the Office of Indigenous Initiatives and Indigenous communities (locally and globally) to expand global opportunities developed with and for Indigenous peoples in keeping with the objectives of Yakwanastahentéha Aankenjigemi Extending the Rafters.
- 1.3 Expand global opportunities developed with and for Black communities at Queen's, partner institutions, and in local communities, in keeping with the objectives of the Scarborough Charter.
- 1.4 Expand enrollment in existing, and develop three new, global engagement activities led jointly by Bader College and Kingston campus.
- 1.5 Deepen engagement with multi-university (including the Matariki Network of Universities), inter-governmental, and community-based networks focused on global education, research, activism, and the UN SDGs.
- 1.6 Develop federal, provincial, and local government and post-secondary-sector organization advocacy strategies to advance key issues in our sector, including visa processes for international students and scholars.
- 1.7 Enhance identity-based resources and supports to broaden safe and inclusive access for everyone at Queen's when developing partnerships or travelling abroad.
- 1.8 Engage the knowledge, experience, and networks of Queen's alumni to advance the objectives in the strategic plan and support global alumni in achieving their career, volunteer, and other goals.
- 1.9 Work with the City of Kingston and local community organizations to identify and actively contribute to local objectives for global engagement, including economic development, arts and culture, and creating a welcoming community for newcomers.

Bader College

Bader College, Queen's campus in Herstmonceux, UK, is the university's permanent foothold outside of Canada. It expands Queen's reach to the wider world through its geographical proximity to Europe and the global orientation of its teaching and learning, research, and sustainability initiatives.

Global engagement is a whole university endeavour and every objective within this strategic plan includes Bader College. At the same time, Bader College has developed its own strategy to reflect its unique role within the university. Over the next five years, both campuses will work collaboratively to implement these interconnected strategies and further clarify and leverage the unique ways that Bader College contributes to global engagement at Queen's.



OBJECTIVE TWO

GLOBAL LEARNING

Cultivate critical and innovative thinkers
equipped and committed to creating a more
just, inclusive, and sustainable society

Queen's aims to empower all students through **global learning** opportunities to develop the skills and competencies they need to make a positive difference in the world.

This objective requires us to continue re-imagining approaches to global learning by expanding virtual and local opportunities and incorporating diverse perspectives, ways of knowing, and research practices into our curricular and co-curricular offerings. Queen's also commits to improving access to learning abroad experiences by expanding financial and other supports, and by working with under-represented students and their communities to develop new approaches to global learning that reflect their interests and ways of knowing.

To advance this objective, Queen's will...

2.1 Increase global learning opportunities at Kingston campus, Bader College, and in local communities.

- Incorporate **newly revised degree-level expectations** at the degree, program, and course levels (includes the development of learning outcomes for UN SDG, Indigeous, and EDIAA-focused global learning).
- Develop a slate of at least 50 global learning experiences across the university that are transdisciplinary and build capacity for action-solutions; for example, community-engaged and/or UN SDG-focused learning.
- Increase the number of **Globally Engaged Exemplar Courses** across faculties in collaboration with the Centre for Teaching and Learning, and provide practical guidance on design and implementation.
- Expand financial, administrative, and other forms of support for the teaching community to reduce systemic barriers, enhance student engagement, and improve global engagement innovations in teaching and learning.
- Survey and identify gaps in internal and external resources for learning about and taking action on the UN SDGs; promote existing opportunities and develop new ones as required.

2.2 Increase and enhance opportunities for undergraduate, graduate, and professional students and postdoctoral fellows to engage in learning abroad opportunities, including global work-integrated, experiential, and research-oriented learning.

- Increase the proportion of Queen's undergraduate students with a learning abroad experience to 40% by 2028.
- Develop and implement university-wide learning outcomes for exchange programs and explore for-credit, wrap-around programming.
- Develop ten new articulation agreements at the undergraduate, graduate, and/or professional levels with emphasis on strategic partners.
- Create five new multi-faculty, transdisciplinary learning abroad opportunities.
- Achieve annual project allotment of Mitacs Globalink Research Awards (currently 30 projects annually) to increase opportunities for research-oriented mobility.

2.3 Expand access to, and centre Indigenization and EDIAA in, learning abroad and virtual exchange opportunities.

- Develop ten new reciprocal, university-wide learning abroad opportunities in priority regions and/or that involve reciprocal relationships with Indigenous and global Black communities (regardless of region).
- Implement **Reaching Underrepresented Groups** project to understand and address barriers to learning abroad participation for racialized students.
- Gather data by 2024 on the number of students from under-represented communities participating in learning abroad experiences and develop and achieve targets for improvement by 2028.
- Expand and enhance financial and other supports for communities under-represented in global engagement opportunities at Queen's, including students who identify as racialized, Indigenous, LGBTQ2S+, low income, or as living with a disability.
- Enhance the Matariki Indigenous Student Mobility Program (MISMP) and implement additional mobility programs designed with and for Indigenous communities and global Black communities.
- Integrate the use of the **Decolonizing Global Engagement predeparture module** for all learning abroad and virtual exchange programming.

The Principal's Global Scholars and Fellows Program

The Principal's Global Scholars and Fellows Program is a university-wide initiative to support faculty members, postdoctoral fellows, and students displaced by war, conflict, and political instability from a variety of geographic and social locations.

In 2024, the program will expand to provide support for short-term, reciprocal opportunities between Queen's and partnership institutions in priority regions, with an emphasis on the UN SDGs.



OBJECTIVE THREE

RESEARCH AND KNOWLEDGE MOBILIZATION

Create and mobilize knowledge to address
the world's most complex problems

Research and knowledge mobilization are at the core of Queen's mission and our global impact. We aspire to produce world-class research and knowledge that furthers understanding of complex questions, benefits people and the environment, and advances the UN SDGs. We seek to co-create, strengthen, and broaden our research impact within and beyond academia in collaboration with our partners worldwide.

The Global Engagement Strategic Plan defines globally engaged research as knowledge co-created with researchers outside of Canada and/or funded by international grants and awards. It also includes research that addresses problems of global significance and impact and/or is internationally recognized. Global research and knowledge mobilization incorporates many and diverse ways of knowing, and includes publications in top-tier, peer-reviewed journals and monographs, co-created community practices and social justice action, and innovative research methods.

The Office of the Vice-Principal, Research will produce a new research strategy in 2024 that will include additional objectives for globally engaged research and knowledge mobilization.

To advance this objective, Queen's will...

3.1 Enhance Queen's capacity to develop mutually beneficial partnerships for research and knowledge mobilization.

- Develop global research clusters around the university's strategic research priorities to advance inclusive research excellence, transdisciplinary collaboration, and training of research students and postdoctoral fellows.
- Identify and expand engagement with key networks that deepen research capacity globally, including the Great Lakes Higher Education Consortium, Kingston-Syracuse Pathway, and the Matariki Network of Universities (MNU).
- Ensure that Queen's international co-publications increase at or above the current rate of +1.25 per cent annually, to approach 60 per cent of all publications over the next ten years.
- Develop by fall 2023 a metric and supportive actions to increase the percentage of Queen's principal investigators (PIs) with a global project (funded by and/or conducted with partners outside of Canada).

- 3.2** Create a diverse knowledge-creation community by increasing the number, diversity of, and supports for international graduate research students, postdoctoral fellows, and short-term visiting fellows.
- Increase international student enrollment in graduate programs by three to five per cent, depending on the priorities of faculties and schools, by 2028.
 - Host a minimum of 20 visiting fellows (faculty members, postdoctoral fellows, and community members) annually under the Principal's Global Scholars and Fellows Program.
 - Implement wrap-around programming for the Principal's Global Scholars and Fellows Program to facilitate participant engagement at Queen's.
 - See objective four for more information about supports for international students.
- 3.3** Increase university-wide and faculty-based supports for global research and knowledge mobilization with an emphasis on research centres and institutes and early career researchers.
- Create a \$100,000 annual competitive global engagement support fund to supplement Tri-Agency and other major external funding sources, jointly administered by the offices of the Vice-Provost, Global Engagement and the Vice-Principal, Research, with matching funds from faculties.
 - Expand supports for global knowledge co-creation and mobilization with community partners in research centres and institutes.
 - Provide workshops and supports for early career researchers on global research partnership development.
 - Implement workshops, networking opportunities, partnership facilitation, and seed funding to foster progressive engagement with grants that require or encourage international collaboration.
 - Create risk-assessment tools and increase the number of personnel to support researchers in addressing research security and compliance.
 - Implement workshops and other initiatives to identify synergies, create connections, and advance UN SDG research at Queen's.
- 3.4** Recognize, celebrate, and reward a wide variety of globally engaged knowledge creation and mobilization activities, including around the UN SDGs.
- 3.5** Increase and enhance relevant inputs for globally engaged research in Queen's Libraries.
- 3.6** Expand opportunities for faculty members, postdoctoral fellows, and students engaged in research to mobilize knowledge for positive social, environmental, and community impact.

OBJECTIVE FOUR

GLOBAL CAMPUS

Develop a campus environment in which international students, faculty members, postdoctoral fellows, and staff are respected, valued, and can thrive

People are at the heart of any thriving global knowledge community. During the consultation for the strategic plan, the Office of the Vice-Provost, Global Engagement spoke with faculty members, students, postdoctoral fellows, and staff who identified as international to better understand their experiences on and around campus. Those interviewed highlighted that creating an environment which truly welcomes and values them must touch on every aspect of campus life. Therefore, meeting this objective depends on the successful implementation of the other objectives in the strategic plan, which together aim to create an environment that values diverse worldviews and ways of being in all aspects of the university's mission.

To advance this objective, Queen's will...

4.1 Increase the diversity of international undergraduate, graduate, and professional students, and expand financial and wrap-around supports.

- Allocate a minimum of five per cent of annual undergraduate (first-entry) international tuition for international student scholarships and supports by 2028.
- Waive the international student tuition differential for students who are verified members of Indigenous nations in the United States of America. This commitment is part of the university's recognition of the spirit of the Jay Treaty of 1794.
- Recruit a minimum of 20 Principal's Global Scholars annually by 2028.
- Increase the number of students from the strategic plan's four priority regions to comprise at least 40 per cent of new international undergraduate registrants by 2028.
- Expand revenue-generating post-graduate certificate programs and micro-credentials available to international students and newcomers, including hybrid and fully online options.

4.2 Create a campus climate that is welcoming and inclusive of international students and postdoctoral fellows.

- Increase the participation of international students in **the Shift Survey** and implement the **International Student Barometer** to improve data on international student experience.
- Create an advisory group reporting to the Provost to identify the key elements of, and concrete steps for achieving, a positive international student and postdoctoral fellow experience at Queen's, including academic experience and student life.
- Develop mechanisms for advancing student-led approaches to making Queen's more inclusive for international students and those with global identities.
- Coordinate and communicate existing, and create new as needed, anti-racism training opportunities available to all students and postdoctoral fellows throughout their time at Queen's.

4.3 Develop a resource plan for international faculty and staff support.

- Establish and resource an International Faculty and Staff Employee Resource Group.
- Explore opportunities to expand participation in the **Queen's Career Gateway Program**.

4.4 Expand collaborations with higher education institutions in the region, the City of Kingston, community organizations, and international students to advance whole community approaches to international student supports and inclusion.

OBJECTIVE FIVE

A WHOLE UNIVERSITY APPROACH

Enhance university-wide collaboration and capacity on global engagement at Queen's

While Queen's is already deeply globally engaged, the decentralized character of the university often prevents institution-wide capacity building and action that can amplify our global impact.

To achieve our full potential for global engagement, Queen's requires additional internal resources and mechanisms to encourage institution-wide collaboration, communication, and coordination, thereby reducing duplication, encouraging transdisciplinary approaches, and providing more holistic interaction with global partners.

To advance this objective, Queen's will...

- 5.1 Establish a university-wide Global Engagement Advisory Group chaired by the Vice-Provost, Global Engagement and comprised of campus stakeholders, alumni, global partners, and community members to provide guidance on and expertise to advance Queen's global engagement initiatives.
- 5.2 Establish an internal strategy group of senior leaders to ensure the strategic direction, funding, resourcing, and successful delivery of the strategic plan.
- 5.3 Create communities of practice for key objectives within the strategic plan to generate "bottom-up" ideas and mechanisms for implementation.
- 5.4 Increase opportunities for Queen's administrative staff, including at Bader College, to participate in global engagement professional development opportunities in Canada and abroad.
- 5.5 Implement central data-gathering, analysis, and information-sharing mechanisms for global engagement, including for members of the Queen's community to report and collaborate on their own global engagement initiatives.
- 5.6 Enhance university-wide communication about global engagement activity and opportunities.
- 5.7 Develop the Queen's Go Global Platform to provide whole-university services for learning abroad programming.

COMMUNICATING IMPACT

Demonstrate our impact by
telling Queen's story globally

Communicating Queen's vision for global engagement and substantial successes to audiences worldwide is critical to our competitiveness and relevance – by facilitating partnership development, research funding and awards, philanthropy, and the recruitment and retention of excellent faculty members, postdoctoral fellows, students, and staff.

Equally important is Queen's performance in university rankings. While not valuable in themselves, rankings are a mechanism through which potential partners, colleagues, funding agencies, and students judge our academic contributions and value as a global partner.

To advance this objective, Queen's will...

- 6.1 Develop and implement a global rankings strategy to increase our capacity to partner for global impact.
- 6.2 Continue to participate in the Times Higher Education Impact Rankings, and track and communicate globally Queen's progress in implementing the UN SDGs.
- 6.3 Ensure that global audiences, including other universities and research institutions, governments, researchers and academics, donors, and potential students, are reflected in the overall university communications strategy.
- 6.4 Increase Queen's profile amongst Canadian and foreign governments and funding agencies to expand access to collaboration and funding opportunities.
- 6.5 Engage alumni to create new mechanisms for increasing Queen's global profile.



Queen's
UNIVERSITY

**GLOBAL
ENGAGEMENT**

queensu.ca/international