

**A Policy Framework
for
International Activities
at
Canadore College**

Canadore College

- *will address learners' requirements for training that is relevant and valued in a global marketplace,*
- *will be prepared to meet the training needs of business partners who operate regularly in international settings,*
- *will contribute to the growing web of connections between North Bay and the world at large, and*
- *will track and stay current on international trends that affect education and training in a community college setting:*
 - ⇒ *By incorporating through the Academic Architecture Development process an international perspective and international standards into Canadore programs,*
 - ⇒ *By developing opportunities for articulation agreements, strategic alliances and co-operative projects between Canadore, its partners and international post-secondary educational institutions,*
 - ⇒ *By facilitating access for international students to Canadore and for Canadore students to international postsecondary institutions; and*
 - ⇒ *By developing opportunities for professional international exchanges between Canadore faculty and staff and their international counterparts.*

**THE CONTEXT FOR INTERNATIONAL ACTIVITIES
AT
CANADORE COLLEGE**

To be “the first choice” for students and business partners, Canadore College must understand and respond to their educational and training needs. There is a growing international dimension to these needs as learners, employers and community members live and work in an everyday world that is more and more affected by global trends and influences.

- ◆ Increasingly, many of Canada’s economic sectors are innovative, export oriented and provide well paid high-quality developmental and production jobs in the global knowledge-based economy.
- ◆ Students grow up in a sea of media saturated with international information and compete for jobs that are increasingly affected by the global marketplace.
- ◆ Employers run businesses and companies that operate in a world without trade borders and without national or international restrictions on competition.
- ◆ Personal comfort levels with mobility in search of better job opportunities is increasing, particularly among young managers and professionals.
- ◆ People’s expectations about service and quality are being shaped more and more by perceptions of “world class” standards.
- ◆ Operating standards in the workplace are becoming more globally homogeneous, from environmental and occupational health and safety standards to standards about employee rights, productivity and delivery.
- ◆ Regional economic planning and development is being done with increasing reference to international economic trends, challenges and opportunities.
- ◆ Quality of life factors in the community are described with as much reference to global as to regional “yard sticks.”

POLICY STATEMENT ON INTERNATIONAL ACTIVITIES

Canadore College will:

- strive to incorporate material on relevant international issues in its courses and programs;
- articulate with international postsecondary educational institutions when it is in the interests of students and the college to do so,
- enter into joint projects and strategic alliances with international institutions or national agencies pursuing international activities with the objective of supporting faculty and staff development and strengthening the quality and visibility of college programs;
- encourage and promote student exchanges and international enrollment at Canadore to enrich student experiences and cultural life at the college,
- work where possible with Nipissing University on international projects to broaden the scope of co-operation between the two institutions and to promote international postsecondary educational opportunities in North Bay, and
- work with the city, region and economic community to promote North Bay internationally as a business and tourist centre with a world class quality of life.

IMPLEMENTATION PRINCIPLE

Canadore College will implement its policy on international activities in a manner that promotes student development, enhances the experiences and skills of faculty and staff, strengthens partnerships and strategic alliances and meets the college's obligations and responsibilities to its community.

IMPLEMENTATION STRATEGY

Canadore College will pursue its policy on international activities through a two-pronged strategy.

The first element of the strategy is *to pursue opportunities*

for the recruitment of international students, in a defined "region of interest"

for program development, delivery and sale,

for project partnerships,

for articulation arrangements,

for strategic alliances,

for student exchanges.

The second element of the strategy will be *to avail of opportunities* that arise internationally in areas outside of the "regions of interest" if, and only if, they demonstrably contribute to the college's financial goals and the strategic objectives of the college.

INTERNATIONAL ACTIVITIES - REGIONS OF INTEREST

To be successful and to contribute to the overall development of the college and to the learning experiences of Canadore students, Canadore College must be in a position to *engage* in international activities and initiatives *on a sustainable basis*. This involves managing focus and effort to produce a balance of short-term, medium-term and long-term results.

To facilitate such efforts, the college must consider a number of factors in making strategic decisions on international initiatives. These include:

- cost and ease of access to the international location,
- ease of communication, both in the start-up and the on-going management of the initiative,
- quality of fit between the initiative and the international economic and business priorities of North Bay and the region,
- quality of fit between the initiative and Ontario's international business, social and cultural ties, and, fundamentally,
- the contribution of the project or initiative to the general strategic priorities of Canadore College.

In combination, the balance of factors suggest that Canadore College's international focus, in the short term, should remain centered on Mexico, China and the English speaking Caribbean. In the medium to larger term, Canadore can extend its attention to the non-English speaking Caribbean, to Mercosur (Southern Common Market) South America and to other areas.

The scope of interest in these areas includes articulation agreements, student recruitment, student placement, the sale of program materials, program and project development and strategic alliances and partnership arrangements.

INTERNATIONAL ACTIVITIES - SEIZING OPPORTUNITIES

Canadore College is refocussing its active work on international initiatives in Mexico, China and the English-speaking Caribbean. Its primary objectives in these areas will be to continue to recruit students and to develop long term recruitment opportunities.

Without actively pursuing initiatives outside of its “regions of interest,” the college will continue to respond to international opportunities that are presented to it, if these opportunities contribute to the college’s financial goals, the quality of the college’s programs and its students’ learning experiences.

CRITERIA IN THE EVALUATION OF INTERNATIONAL OPPORTUNITIES

The core criteria used to evaluate whether or not international initiatives are worth pursuing include their:

- contribution to program strength and diversification,
- contribution to professional skills development for Canadore employees,
- contribution to new program development,
- contribution to the reputation of Canadore College,
- contribution to the profile and visibility of Canadore College,
- contribution to student enrollment,
- contribution to articulation arrangements,
- contribution to partnership opportunities and strategic alliances,
- contribution to revenue,
- enhanced access to markets for program materials and student placements.

INTERNATIONAL INITIATIVES - ISSUES 2004-05

Resource Allocation:

In order to refocus and develop a long-term approach to international development, Canadore will assign responsibilities and redefine priorities for staff working on international initiatives as they arise.

Students:

Canadore will continue to strengthen the support systems for foreign students within the context of strengthened support systems for all Canadore students.

IMPLEMENTATION: INITIATION OF NEW PROJECTS - GUIDELINES

The policy framework for international activities will be implemented in the context of Canadore's Strategic Direction and academic priorities and with reference to Canadore's Partnership Policy.

New programs, new international initiatives and changes in strategic direction will be referred to the Board of Governors for review and approval.

New initiatives within existing programs and the implementation of approved strategic directions will be reported to the board on a quarterly basis.

International activities at Canadore College will be coordinated through a senior management team involving the President and the Executive Team.