



INTERNATIONALIZATION PLAN

ENABLING IMAGINATION THROUGH A
GLOBALLY ENGAGED UNIVERSITY



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“YOU HAVE TO TAKE OWNERSHIP AND LEADERSHIP OF TOMORROW. FOR THAT TO BE POSSIBLE, YOU HAVE TO STRENGTHEN YOUR CAPACITY AND WIDEN YOUR VISION AS A GLOBAL CITIZEN”

Ban Ki-Moon, Past Secretary General, United Nations

Photo (cover): Bianca Robertson, Bachelor of Business Administration student, Study Abroad Exchange Spring 2020, Switzerland | Photo (left): Vietnam and Cambodia Field School 2019



Photo: CapU students in the Birch Courtyard of Main Campus

A NEW GLOBAL CONDITION

The COVID-19 pandemic has heightened awareness of our susceptibility to multiple forces that can change international education quickly and with high impact. These include immigration restrictions, limited flight and travel services, economic downturn and employment loss, perception and provision of safety and security, and decreased socialization in times of distancing and isolation. Such factors compound ongoing conditions of disruptive innovation in global education delivery, the forbidding climate crisis, and the need and opportunity to address diversity, inclusion and equity in society through a global, intercultural lens. The challenge is to be ready to adapt our practices, manage challenges and impacts, and seek opportunity where possible.

Universities and colleges in Canada face common challenges from an international perspective. Whereas international enrolments were increasing significantly over the past four years, they are now in decline due to the aforementioned issues. For Capilano University, our peak international registration of 34.5% of total headcount registration in Fall 2019 has dropped to 32% in 2020. However, a large portion of the bubble of registration in largely two-year programs will filter through the institution by next year and we will need to replenish our international learner registration to maintain program intakes and institutional financial resources. The new economic condition brought on by COVID-19 around the world may affect the propensity to

spend on international education from developing country markets, and the costs of travel could also increase. International learner well-being is an ongoing concern, exacerbated by the isolation that COVID-19 has created and employment and socialization opportunities that are lost. Never before has successful transition and effective retention of international learners been more important. Finally, international exchange and partnership initiatives have been put on hold and momentum needs to be re-established when mobility resumes. 2020 has been a profoundly impactful year for international education, and the fall-out is yet to be fully determined. Innovative and creative approaches are required to re-build and sustain international education in the years ahead.



Photo credit: Jason Arkell-Boles, Bachelor of Motion Picture Arts student, Study Abroad Exchange Spring 2020, Denmark

ROLE OF THE INTERNATIONALIZATION PLAN

This is the first internationalization plan for Capilano University. It is to purposefully determine what we want to accomplish from an international perspective and how this will help fulfill Envisioning 2030 and our renewed purpose for the University. It does not belong to any one unit of the institution, but everyone. It must align and contribute to the Academic Plan, and support the Campus Master Plan, Digital Transformation Plan, Indigenization Plan, and other relevant initiatives. As described by the Canadian Bureau of International Education (CBIE) 'Internationalization is the process of integrating international, intercultural, and global dimensions and perspectives into the purpose, functions, and delivery of education'. While we are an international university, as determined by the high proportion of international learners we support here at Capilano University, we have further work to do to be a truly internationalized institution.

While 2020 has presented new challenges for international education, this plan addresses the immediate and looks to the future. It maps out a journey to be engaged, relevant, and progressive globally. It will help us fulfill our commitments to transformative and community-engaged learning at a local and global level, and achieve our purpose of positively contributing to people and the planet. Building on the Envisioning 2030 themes of Imagination, Community, and a Distinctive University Experience, with Health and Well-being at the core, this plan identifies a range of strategies and actions that respond to a fast-evolving world, and can help us build a prosperous, connected, and resilient institution. Our ability to learn and adapt will be the true assessment of our success on the pathway to internationalization: "It is good to have an end to journey toward; but is the journey that matters, in the end" (Hemmingway).

THEMES AND VISION OF THE INTERNATIONALIZATION PLAN

While the internationalization plan must fulfill a wide array of needs and intersect many areas of operation and enterprise, the Envisioning 2030 goal of *enabling imagination for positive change and innovation* in our university resonates closely with the opportunity and promise of internationalization. The engagement of our entire university and wider communities in global affairs and global activities can contribute to a freedom of thought, broadening of perspectives, and investigation of globally advanced practices in teaching, research, student success, health and well-being and other factors that constitute our purpose. This knowledge and these experiences can help us reflect, imagine, and identify new opportunities and contribute to our communities

and a truly distinctive and transformational university experience.

With an internationalization vision of *enabling imagination through a globally engaged university*, we will help fulfill goals of a distinct university experience, a strong community connection for learning and living, and it will help us fulfill health and well-being needs of our international and university-wide community. We will accomplish this vision by ensuring that all initiatives and actions align with the **principles for internationalization** we collectively identified in the process of building this plan. These are:

- Achieving high quality standards and high-quality experiences
- Ensuring integrity in what we promise and what we deliver
- Contributing to a healing planet
- Achieving equity, diversity, and inclusion for, and amongst, our global learners
- Ensuring well-being of learners and employees
- Generating innovative global practices to learn and grow as an institution
- Contributing to our local and global communities
- Ensuring sustainable actions in all facets of international education

The key ingredients of the internationalization plan are captured next.



Photo: Students at an international recruitment fair

VISION FOR INTERNATIONALIZATION AT CAPILANO UNIVERSITY

Enabling Imagination through a Globally Engaged University

Imagination

- Global Engagement of University
- Global Collaborations in Education and Industry
- Transformative Project Experiences
- Global Enterprises
- Global Recognition
- Contributions to People and the Planet

Health and Wellbeing

- Effective Transition
- Assured Learning Success
- Supporting Teachers and International Learners
- Assessment and Continuous Improvement

Community

- Global Community Network
- Dynamic and Diverse Global Study Experiences
- Connections to Cultural Communities



Distinct University Experience

- Diverse and Resilient Global Enrolment
- Inter-cultural learning
- Globally Progressive Practices and Programs

KEY THEMES: WHAT WE WILL BE

Imagination

A globally engaged university that will provide opportunity to learners and employees to participate in global experiences through international education collaborations, transformative projects experiences, applied and progressive international research, and specialized sector internships, partnerships, and other learning experiences. Through dynamic operational units and centres we will generate engagement of the university community in global education. This will result in enhanced and stronger global networks, greater global knowledge of educational practices and technologies, more global study experiences, enhanced service to international learners, and the highest possible recognition for service to our international and local communities. A globally engaged Capilano University will enable imagination that fosters innovation in our learning community, and will make meaningful and significant contributions to people and the planet.

Distinct University Experience

A distinct international Capilano University learning experience will be characterized by a welcoming atmosphere for all individuals from around the globe where diversity, equity, and inclusion are core values fostered, supported, and celebrated. Through progressive diversified digital marketing strategies that build a distinctive global brand, service based recruitment strategies with clear targets, and proactive and innovative pathway partnerships, we will achieve diverse, balanced and resilient international enrolments that support university services and future growth initiatives. With imaginative and progressive global partnerships, we will create opportunities for learners and employees that will result in a globally engaged, enriching, and distinct learning experiences for all members of our community.

Community

The Capilano University Global community extends across the planet. With alumni, agencies, associations, colleges, and university partners in over 80 countries, our global community will remain vibrant, active, and supportive. Our goal is to expand a balanced network around the world to provide more dynamic and diverse study abroad and exchange experiences for learners and employees, contribute to resilient and sustainable enrolment, and connect our regional community to leading practices and intercultural experiences in communities across the globe.

Health and Well-being

International learners put faith in the promise that we will deliver a quality and supported learning experience. It is imperative we deliver on that promise with high quality, effective, and proactive transition services, well prepared and culturally adept instruction, and a commitment to continuous assessment and improvement. With a commitment to the health and whole-person well-being of our international learners we will accomplish positive progression, retention, and graduation and enhance our reputation as a university that cares about our learners and our entire university community.

Collectively these key themes provide a framework to design a range of strategies, actions and related measures (where appropriate) along with probable areas of interdependence to achieve the desired outcomes. The following table identifies the integrated and collective actions required to help fulfill the goal of a globally engaged and Internationalized university in the next three years. Naturally there are many forces at play that will affect the ultimate outcome, however, if we move assertively forward, adapt as necessary, and keep in mind that Internationalization is a journey, we will find Capilano University considerably further forward in our vision for 2030, and in our ability to weather the challenges that we may encounter in the years ahead.

This Internationalization Plan is the framework from which a range of additional plans, policies and procedures have been developed, or are in development, to facilitate implementation of the plan. These include but are not limited to the International Marketing and Recruitment Plan, Communications Plan, Admissions Policy and Procedures, International Partnerships Plan and Procedures, Study Abroad Policies and Procedures, Centre for International Experience Operations Plan, and elements of the University Integrated Plan.



Photos (bottom left to right, clockwise):
World of Colour 2019 Celebration at CapU Main Campus – photo by Tae Hoon Kim; CBT Vietnam Project – photo by Kyle Sandilands; Pre-departure Orientation with Chris Bottrill, Director, International in Jalandhar, India – photo by Vinayak Sharma; Visitors interact with a customer service robot at Taipei Taoyuan International Airport – photo by Chris Bottrill.

SELECTED INTERNATIONALIZATION STRATEGIES AND ACTIONS

STRATEGIES	ACTIVITIES AND MEASURES	INTERDEPENDENCIES	SCHEDULE/STATUS
THEME: IMAGINATION			
Foster an enhanced level of inquiry, curiosity, and participation in internationalization	<ul style="list-style-type: none"> • Increase employee engagement in global activities and events to at least 150 participants per annum by 2024 • Implement dialogue series on globalizing programming and curriculum in 2021 • Increase global content in programming and curriculum by at least 25% by 2024 • Host at least four cross-institutional global events per annum by 2023 • Generate at least four new international educational partnerships per year 	<p>International</p> <p>International, GEG, AIP, CTE, Deans, Departments</p> <p>Deans, AIP, International, GEG</p> <p>International</p> <p>International, Deans</p>	<p>In process and as noted</p> <p>Ongoing, and as noted</p> <p>As noted</p> <p>As noted</p> <p>On-going, and as noted</p>
Generate a wide array of international collaborations with education, association, and industry organizations to increase knowledge, build capacity, expand networks, and learn and apply technology applications for innovation in program development and delivery.	<ul style="list-style-type: none"> • Create partnerships with educational providers or specialized sectors globally that enhance capacity for advanced educational delivery practices and performance • Create connections to international industry associations that provide insight to the future of work in a global context • Generate international research opportunities with global partners in 2021 and implement at least two projects per year from 2022 • Build CapU leadership presence in relevant industry and education organizations on a global level • Implement CapU global program operations (see Distinct University Experiences – balanced and resilient International Enrolment) 	<p>Deans, International, faculty, Global Engagement Group (GEG), CTE</p> <p>International, Deans, GEG</p> <p>International, CARS</p> <p>International, Deans</p> <p>International, Deans</p>	<p>2021 – Evaluate Opportunities</p> <p>2021 – Evaluate</p> <p>As noted</p> <p>On-going</p> <p>In process</p>
Build upon our past experience and expertise in international development by creating International projects that provide a wide array of transformative learning opportunities for learners and exceptional professional development opportunities for employees and alumni.	<ul style="list-style-type: none"> • Build connections with project agencies, funding partners, foundations, and advocates of international development. • Identify and pursue at least ten project leads per year from 2021 and submit at least four proposals per year from 2021 • Successfully implement at least two global projects per year from 2022 • Generate at least one self-sustaining international project per year through educational collaborations from 2023 onwards 	<p>International</p> <p>International, Deans</p> <p>International, Faculties</p> <p>International, Deans</p>	<p>In process</p> <p>In process</p> <p>As noted</p> <p>As noted</p>
Develop CapU International units for international business operations and wider university involvement in internationalization	<ul style="list-style-type: none"> • Establish renewed operational model featuring the Centre for International Experience (CIE) to provide marketing, recruitment, admission, transition, and international student services, the Centre for Global Engagement (CGE) to provide study abroad, projects, events, dialogue, workshops, training, and engagement by 2021 • Establish CapU International as a broad business unit for long term project management 	<p>International</p> <p>International, Executive</p>	<p>In process</p> <p>As noted</p>

STRATEGIES	ACTIVITIES AND MEASURES	INTERDEPENDENCIES	SCHEDULE/STATUS
	<p>and international educational services by 2022</p> <ul style="list-style-type: none"> Evaluate and facilitate CapU International Pathway or Gateway Institute to prepare international learners by 2022 Contribute to global engagement of industry and education partners in innovation hubs or centres for advancement of teaching and learning practices and other global engagement activities Generate or amend appropriate institutional policies and procedures to embrace and foster successful internationalization in the university by 2022 Generate or assist global distance learning division by 2022 Continuously improve international student admissions procedures with further enhancement of Customer Relations Management (CRM) applications, improved digital services for processing applications and proactive customer services, developing leading class turnaround times for application processing 	<p>International, Executive, Deans, EAP</p> <p>Executive, International, Deans, IT, CE, CTE</p> <p>International, Executive, Senate, Senate Policy Committee</p> <p>Deans, IT, ALC, International</p> <p>International</p>	<p>As noted</p> <p>TBA</p> <p>As noted</p> <p>As noted</p> <p>In process</p>
<p>Establish Centre for Global Engagement (CGE) that coordinates and facilitates university wide global engagement. The Centre will provide International operational services in study abroad, exchange, projects, partnerships, learning support, and events, and will engage multiple institutional units and representatives in planning and implementation of community wide global engagement activities including forums, workshops, events, research activities, and celebrations</p>	<ul style="list-style-type: none"> Engage a Global Engagement Group (GEG) consisting of university representatives to help craft and initiate the Centre in 2021 Identify initiatives and activities for Global Engagement of the University community and establish a schedule of activities in 2021 Foster engagement with various units of the Institution for support of shared initiatives and activities in 2021 Hold at least four events per year with the university community to generate global engagement from 2022 onwards Foster participation of at least 500 university community members in global events and activities per annum by 2023 Engage global alumni with networking events and activities and proactive communications to maintain relationships, generate collective knowledge, enhance learner and employee networks and opportunities Create global internship, coop, and practicum opportunities for learners to engage to build global networks and experiences 	<p>International, faculty, staff, Deans</p> <p>International</p> <p>International (lead)</p> <p>International, GEG</p> <p>International, GEG</p> <p>International, Faculties, Development and Alumni</p> <p>International, Faculties, Departments</p>	<p>As noted</p> <p>As noted</p> <p>As noted</p> <p>As noted</p> <p>As noted</p> <p>2022 onwards</p> <p>2022 onwards</p>
<p>Enhance CapU's global recognition through global brand development, a commitment to Internationalization, and pursuit of awards and recognition to qualify our efforts.</p>	<ul style="list-style-type: none"> Development and implementation of a diversified digital marketing program for international recruitment in 2021 and 2022 (see Distinct University Experience – balanced and resilient international enrolment) Evaluation of awards and recognition requirements in 2021 Submission of at least two applications for awards and global recognition per year from 2023 Achieve QS global rating for Internationalization by 2024 	<p>International, MDX</p> <p>International</p> <p>International, Executive</p> <p>International, Executive</p>	<p>In process</p> <p>As noted</p> <p>As noted</p> <p>As noted</p>

STRATEGIES	ACTIVITIES AND MEASURES	INTERDEPENDENCIES	SCHEDULE/STATUS
	<ul style="list-style-type: none"> Pursue International Association of University Internationalization badges by 2024 	International, Executive	As noted
<p>Determine approaches to proactively and progressively support global sustainability initiatives that contribute positively to people and the planet</p>	<ul style="list-style-type: none"> Support Academic Plan initiatives around transformational and regional place based learning through appropriate international agency connections and networks Evaluate and plan for carbon neutral international education activities by establishing benchmarks and identifying strategies to offset and reduce carbon consumption in travel and operations in 2021 Create a CapU Gap Year program in partnership with global partners by 2024 to enhance preparation of new learners, build new learner commitment to CapU, and inspire mid-way learners by participating in global programs that contribute to UN SDG's 	<p>Deans, Faculties, International, AIP</p> <p>International, Finance, Executive</p> <p>International, Faculties</p>	<p>TBA</p> <p>2021 – Evaluation 2022/23 – Implementation</p> <p>Concept developed</p>
THEME: DISTINCT UNIVERSITY EXPERIENCE			
<p>Achieve balanced and resilient international strategic enrolment that contributes to diversity, equity, and inclusion values of the university, global learning objectives, high international retention and graduation, and supports fiscal resilience of the institution for long term university-wide growth and service objectives</p>	<ul style="list-style-type: none"> Develop multiple-year international enrolment and financial targets in 2021 to inform international marketing and recruitment investment and performance objectives and maintain overall international enrolment at no less than 30%, and no more than 40% total enrolment FTE Maintain three-year outlook international marketing and recruitment strategy with effective leads management that builds brand and reputation and incorporates diversified digital marketing programs, customer relations strategies, partnerships, and B2B and B2C campaigns Enhance regional offices/representatives in South Asia, South America, South East Asia, Eurasia/MEA, and China by 2022 to enhance regional presence, support agency networks, generate partnerships, support international learner transition, and enhance learner readiness for study at CapU Generate at least four pathway agreements with locally operated international colleges and institutes for direct entry to university programs per year in 2021 and 2022. Create at least two international articulation agreements per year with selected international institutions to sustain international enrolment of well-prepared learners implement at least two globally operated CapU programs by 2023 in primary market jurisdictions to prepare and sustain international learner transition to CapU and provide global learning and teaching opportunities for CapU employees Achieve overall International market distribution of 50% South Asia (SA), 50% Rest of World (ROW) by 2022, 40% SA, 60% ROW by 2023 Utilizing control sections and proactive advising, manage up to 60% international learners in general entry classes, and up to 80% representation from one non-Canada country market, unless the program is specifically targeted to one country by 2023 	<p>Deans, IR, International, RO</p> <p>International, MDX</p> <p>International</p> <p>International, Deans</p> <p>International, Deans</p> <p>International, Deans</p> <p>International</p> <p>RO, Deans, International</p>	<p>In process</p> <p>In process (agencies contracted, pilots underway)</p> <p>In process (contracts pending)</p> <p>In process (evaluations underway)</p> <p>In process (agreements pending)</p> <p>In process (agreements pending)</p> <p>As noted</p> <p>In process (piloted)</p>

STRATEGIES	ACTIVITIES AND MEASURES	INTERDEPENDENCIES	SCHEDULE/STATUS
<p>Progressively identify and apply intercultural learning and knowledge into learning, campus life, and operations at the university.</p>	<ul style="list-style-type: none"> • Explore and identify global inter cultural education concepts and applications and align where appropriate and practical with indigenization and EDI values and goals for the university • Continue and build acknowledgment and celebration of cultural events and observations that respectfully promote inclusivity from across the campus community • Generate further diverse and integrative inter-cultural learning approaches that foster transformative learning including international educational events, field schools, administrative and teaching exchange, and international project experiences • Conduct at least three learning sessions per year with the campus community to identify and integrate intercultural learning activities and content to curriculum, programming and operations • Evaluate development of Intercultural Learning micro-credentials by 2022 to complement existing programs of study and enable up-skilling for employees, global partners, and community members 	<p>International, Indigenous Education and Affairs, ALC, Deans, EDI, Student Success</p> <p>International, GEG, Student Success</p> <p>International, GEG, Deans</p> <p>International, GEG, Deans</p> <p>AIP, Deans, International, Continuing Studies</p>	<p>Evaluate – 2021</p> <p>In process</p> <p>In process</p> <p>Plan 2021, Implement 2022</p> <p>TBA</p>
<p>Ensure CapU programming is globally progressive and competitive in terms of content, format, and delivery</p>	<ul style="list-style-type: none"> • Utilizing collaborative partnerships (See Imagination), regular monitoring and research, and through regular consultation amongst academic leadership, monitor and assess globally education programs and practices to ensure that CapU programming content and delivery achieves Academic Plan goals and is competitive, progressive, and attractive in a global context • Conduct annual evaluations of programs that are dependent on international enrolment for constant improvement and evolution to remain competitive and relevant • Monitor non-traditional education services to identify trends and new initiatives in content and delivery methods that could be applied to CapU programs • Evaluate international program opportunities to sustain international enrolment with the goal of implementing new graduate level programs • Launch programs in strong market jurisdictions to advance knowledge and skills for international program delivery (see: Imagination – partnerships) 	<p>ALC, AIP, Deans, International, GEG, Faculties</p> <p>IR, International, Deans</p> <p>International, GEG</p> <p>Deans, AIP, International</p> <p>International, Deans</p>	<p>In process</p> <p>Implement 2021</p> <p>In process</p> <p>TBA</p> <p>2021 – planning and approvals, 2022 implementation</p>
THEME: COMMUNITY			
<p>Foster a strong global community network that facilitates innovation, inter-cultural learning, transformative learning experiences</p>	<ul style="list-style-type: none"> • Maintain and build diversity in our global community of education partners where we maintain relationships in over 80 countries with institutions, agencies, and organizations • With select partners generate innovative activities that benefit learners and provide unique global experiences such as global film and animation festivals, sports, outdoor recreation, and entertainment events, virtual conferences and other initiatives • Generate connections to global organizations to enhance relevance and application of local to global and place based learning initiatives where appropriate and valuable 	<p>International</p> <p>International, Faculties, Departments</p> <p>International, GEG, Faculties, Departments, Deans</p>	<p>On-going</p> <p>In process</p> <p>In process</p>

STRATEGIES	ACTIVITIES AND MEASURES	INTERDEPENDENCIES	SCHEDULE/STATUS
Achieve growth in outbound exchange mobility (subject to COVID-19 related travel and immigration conditions) over 2019 levels with a diverse and dynamic array of global education exchange	<ul style="list-style-type: none"> • Ensure at least two high quality outbound exchange opportunities for all degree programs in at least two different countries and preferably two different regions of the world • Develop at least one high quality outbound exchange opportunity outside of Europe for all degree programs by 2023 • Expand range of outbound exchange opportunities for non-degree programs • Double outbound exchanges for CapU learners by 2024 • Establish at least six active employee exchanges by 2024 	<p>International, VPA, Deans</p> <p>International, VPA, Deans</p> <p>International, VPA, Deans</p> <p>International</p> <p>International</p>	<p>On-going/In process</p> <p>On-going/In process</p> <p>Evaluate – 2022</p> <p>As noted</p> <p>As noted</p>
Create a sustainable and dynamic program of professionally delivered Field Schools for enhanced global experiences of faculty and learners	<ul style="list-style-type: none"> • Create a new model of field-school operations in 2021 that facilitates a consistent and proactive three-year cycle of field school experiences to generate demand, provide broader university-wide opportunity for participation, plan appropriately to sustain operations and manage risks, and design and provide high quality transformative learning experiences • Utilize our partnership network to create and host at least one regularly held field schools per year with special emphasis on deepening connectivity to major international student markets (for example, India, Brazil, and Vietnam) for all learners and the CapU employee community • Increase participation in field schools by at least 150% over 2019 levels by 2023 with at least three field schools annually • Build upon the 2020 virtual field school experience with at least one annually operated virtual field school 	<p>International, Deans, GEG</p> <p>International</p> <p>International</p> <p>International</p>	<p>As noted</p> <p>2021/22: Design and Develop, 2023 Implement</p> <p>As noted</p> <p>As noted</p>
Build strong Capilano University connections to local cultural communities	<ul style="list-style-type: none"> • Generate connections to local cultural communities where appropriate to generate stronger interconnectedness, support, and sense of community for international learners 	<p>International</p>	<p>In process</p>
THEME: HEALTH AND WELLBEING			
Provide highly effective and proactive transition services to international learners to ensure that they are well prepared and well supported on their CapU educational journey	<ul style="list-style-type: none"> • Ensure a consistent and exceptional customer service experience for all international learners with personalized ‘application to classroom’ transition services including program admissions and academic advising, life-skills training, pre-assessment of learning support needs, immigration and employment services, housing services, medical insurance support, and COVID-19 related special services such as quarantine and health care requirements • Continuation and enhancement of virtual and in-person (when possible) pre-departure training for over 90% of incoming learners and their families to enhance readiness and assist in a smooth, effective, and well-supported community based transition to Canada and CapU 	<p>International, Student Success, RO</p> <p>International</p>	<p>In process</p> <p>On-going</p>

STRATEGIES	ACTIVITIES AND MEASURES	INTERDEPENDENCIES	SCHEDULE/STATUS
	<ul style="list-style-type: none"> Seamless integration of International, Registrar, Student Success, and Program Department services for international learners to ensure efficient and well-supported transition to university based services Develop program to strengthen international learner readiness for academic studies, or provide pathway back to academic studies through early alert mechanisms Maintain and enhance international learner mentorship program (ILMP) to support transitioning and first year international learners Increase overall retention of international learners to 80% by 2023 through more effective transition support 	<p>International, Student Success, RO</p> <p>International, Student Success, Deans, EAP, RO</p> <p>International</p> <p>International, Deans, Faculties, IR</p>	<p>In process</p> <p>TBA On-going</p> <p>As noted</p>
<p>Constantly monitor and assess international learner academic, financial, social, physical, and mental well-being with special emphasis on conditions unique to international learners</p>	<ul style="list-style-type: none"> Evaluate international learner wellbeing through regularly conducted satisfaction surveys, plus monitor well-being of international learners through regularly held focus groups, plus consultation with Student Services, Student Success, and departments where appropriate and relevant Enhance sports and recreation programming and services for international learners to enhance health and well-being conditions and build sense of university community Generate or invest in online crisis services tailored to international learners 	<p>International, IR</p> <p>Centre for Sports and Wellness, International</p> <p>Student Success, Executive, International</p>	<p>Consultation and workshops on-going, Design evaluation 2021, Implement ASAP</p> <p>TBA</p> <p>TBA</p>
<p>Establish scholarships and awards of merit for international learners to attract high performing learners, contribute to EDI goals and values, and encourage and reward effort.</p>	<ul style="list-style-type: none"> Establish three non-academic merit based full scholarships by 2023 for individuals from marginalized areas to facilitate learning and opportunity Create at least ten merit based scholarships for international learners by 2023 Create at least ten awards for international learners by 2023 facing hardship and constraint to support EDI values and goals of the university 	<p>International, University Relations, RO, Finance</p> <p>International, University Relations, RO, Finance</p> <p>International, University Relations, RO</p>	<p>As noted</p> <p>As noted</p> <p>As noted</p>
<p>Continuous assessment and Improvement of International learner performance and teaching and learning conditions</p>	<ul style="list-style-type: none"> Regular evaluation of international learner achievement, commitment to learning, and fulfillment of academic requirements Continued and enhanced instruction and support on standards and practices to ensure academic integrity delivered in all pre-departure, orientation, and transition services for international learners Enhanced inter-cultural learning for CapU community through workshops, webinars, presentations, events and other means to assist recognition and implementation of appropriate techniques and practices that facilitate positive learning and ensure high academic standards of international learners Continuously improve positive learning and graduation achievement for international learners 	<p>Deans, International, Student Success</p> <p>International</p> <p>International</p> <p>International, Deans, IR</p>	<p>2021 – design and implementation</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>

CAPILANO UNIVERSITY, INTERNATIONAL
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Capilano University is named after Chief Joe Capilano, an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the territories of the Lílwat, x̣ṃəθḳʷəỵəm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

Thank you to the many individuals that contributed to this plan through the International Student Success Working Group, University-wide workshops held, Academic Leadership and Provost Council, Senior Leadership Council, Executive, and the Internationalization Plan Advisory Group with participants from each Faculty of the University.

