



GLOBAL ENGAGEMENT PLAN

2022



LAWRENCE



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Saskatchewan Polytechnic serves students through applied learning opportunities on Treaty 4 and Treaty 6 Territories and the homeland of the Métis. Learning takes place at campuses in Moose Jaw, Prince Albert, Regina and Saskatoon and through extensive distance education opportunities. Programs serve every economic and public service sector. As a polytechnic, the organization provides the depth of learning appropriate to employer and student need, including certificate, diploma and degree programs, and apprenticeship training. Saskatchewan Polytechnic engages in applied research, drawing on faculty expertise to support innovation by employers, and providing students the opportunity to develop critical thinking skills.





MESSAGE FROM THE PROVOST AND VICE- PRESIDENT, ACADEMIC

The lessons of the first decade of the 21st century point to an increasingly vibrant intersection of cultures, languages, and economies that propel exciting potential for partnerships across the globe. We have witnessed the explosive growth of social media and technology platforms that enable connectivity, transcending the limits previously imposed by geography. At Saskatchewan Polytechnic, we are poised to leverage these opportunities to serve our learners and business and industry partners through an expanded global network. The Global Engagement Plan is designed to serve as a framework and roadmap to promote and accelerate the institution's capacity to deliver on this potential.

This plan also speaks to Saskatchewan's Growth Plan 2030 and its goals of increasing the province's presence in global markets, generating economic growth, and supporting skilled labour-market demands through a diverse, well-trained workforce. Further, the Global Engagement Plan aligns with Saskatchewan Polytechnic's Strategic Plan, *Leading the Rise*, which is centred around the values of respect, integrity, sustainability and excellence, and the United Nation's Strategic Development Goals.

Our commitment to global engagement is informed by the principle of *miyo wâhkôhtowin*—good relations—which serves as the foundation of all we do. As we collectively build on our efforts to truly globalize our institution, we will also seize opportunities to break down social, linguistic and cultural barriers. Above all, this comprehensive global engagement strategy is meant to help serve our students, employees and community in developing the skills required to be leaders on a global stage.



WELCOME

Saskatchewan Polytechnic is situated on Treaty 4 and Treaty 6 territories and the ancestral lands of the Cree, Saulteaux, Dene, Dakota, Lakota and Nakoda peoples and the traditional homeland of the Métis. We give thanks to these groups for being stewards of this land for generations. We affirm our commitment to recognizing the historical and ongoing harms and to honoring the spirit of peace and friendship. We acknowledge their graciousness and hospitality for welcoming knowledge-seekers from over 50 countries to their territories.

The launch of Saskatchewan Polytechnic’s Global Engagement Plan is timely. Never in recent memory has one event—the COVID-19 pandemic—more clearly demonstrated how inextricably connected we are and how, despite our visible differences, we need to cooperate with each other to survive. Moving forward, we can leverage this lesson as a platform for greater and better global engagement.



Thevi Pather,
Saskatchewan Polytechnic
Associate Vice-President,
International

GIVING RISE

TO GLOBAL ENGAGEMENT AT SASKATCHEWAN POLYTECHNIC

In 2019, Saskatchewan Polytechnic launched the 2020-2025 Strategic Plan to guide us into a dynamic and innovative future. Anchored by the values of respect, integrity, sustainability and excellence (RISE), Saskatchewan Polytechnic envisions itself as a global leader in polytechnic education, with globally recognized programs. Achieving this vision requires a plan that moves us forward while ensuring flexibility to accommodate the ongoing changes that come with global engagement.

VALUES

FOR A GLOBAL LEADER

In articulating our vision as a global leader, Saskatchewan Polytechnic builds upon a 30-year history in international activities and global engagement. During this time, the institution has demonstrated success in attracting and supporting students from more than 50 countries, collaborated with partners in Canada and abroad to develop and implement international projects in 20 countries, developed a framework to support global learning experiences for students and faculty, and extended its entrepreneurial activities beyond the province of Saskatchewan. As an institution on the rise, Saskatchewan Polytechnic's global engagement is guided by our core values,¹ with an emphasis on a global perspective.

Respect



We support every learning journey, whether for our students, colleagues or industry partners. And so, we show our care for one another and our workplace. We foster an open and inclusive environment that embraces diverse cultures, heritages and opinions. We honour, learn from, work with and support each other as one team.

As we encounter groups and individuals from all walks of life, we recognize we are equally seeking value and meaning in life. We acknowledge differences or discordant perspectives, and in so doing, respectfully work toward supporting each other in achieving our goals.

Integrity



We are leaders in the global polytechnic community, and as such we are honest and fair in all we do. We are committed to being accountable and transparent. We are truthful with one another. We hold ourselves to high standards of ethical behaviour and take responsibility for our actions.

In working with people, partners and organizations locally and abroad, we adhere to prevailing laws and norms, while at the same time upholding the institutional values of fiscal prudence, respect for human rights, social responsibility and environmental sustainability.

¹ Saskatchewan Polytechnic Strategic Plan 2020-2025

If we reflect our values, act with applied passion, inspire success in every learning journey and maintain our purpose of empowering a better Saskatchewan in all we do, our local and international communities will recognize us as leading the rise of polytechnic education, nationally and beyond.

~ Saskatchewan Polytechnic Strategic Plan 2020-2025²

Sustainability



We aim to empower a better future by leading the rise of polytechnic education. Therefore, we work, live and learn in a socially and environmentally responsible manner. We support the health, safety and overall well-being of our learners, employees and partners. We are conscientious stewards of our resources and continuously look for entrepreneurial and creative ways to strengthen and improve our institution.

We align our efforts with the United Nations Sustainable Development Goals.

Excellence



We aim to inspire success in every learning journey, which in turn inspires each of us to go above and beyond expectations to achieve the highest levels of quality—in our teaching, our programming, our learning and our services. We are able to do this by maintaining high standards, strong competencies, committed partnerships and by being responsive and accessible.

This value is reflected in our choice of global partners and the reciprocity of such partnerships.

PRINCIPLES SHAPING THE PLAN



The Cree phrase, *miyo wâhkôhtowin*, expresses the value and positivity of interconnectedness and relationships. This worldview represents the individual and the community and is the foundation of all we do at Saskatchewan Polytechnic.

miyo wâhkôhtowin will guide our plan for global engagement as it aligns with the good relationships required for the attainment of the United Nations Sustainable Development Goals—a good life for all on this planet.

Our commitment to the Truth and Reconciliation Commission of Canada’s Calls to Action

The Truth and Reconciliation Commission of Canada’s Calls to Action are not lost in this dialogue. With approximately 15 per cent of Saskatchewan Polytechnic students self-identifying as Indigenous,³ and the fact our campuses serve and operate on Treaty 4 and Treaty 6 territories and Homeland of the Métis, we take care to ensure that global engagement is not perceived as, nor a reminder of, the negative legacies of imperialism and colonialism. Global engagement must offer opportunities for the world to learn how imperialism and colonialism impacted the lives of the First Peoples of Canada and other countries, and what can be done to support the retention of linguistic and cultural traditions of those affected and validate the support of territorial claims and repatriation. Every effort will be made to ensure that Indigenous students have equitable access to global learning experiences. Care must also be taken to ensure that the ideals of global engagement and global citizenship do not layer upon the challenges being faced by Indigenous communities in the region.

The United Nations Sustainable Development Goals

In September 2015, 193 members of the United Nations adopted the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDG). Providing a shared vision for all countries, the agenda commits to eradicating poverty and achieving sustainable development by 2030. By adopting the SDG goals, Canada has committed to leaving no one behind; this commitment is rooted in the principles of diversity, inclusion, respect, fairness and opportunity for everyone.

Post-secondary institutions are vital catalysts and partners for the promotion and achievement of SDGs. Teaching, learning and knowledge sharing shifts thinking and generates ideas about how we engage with each other and the planet, both at a local and a global level. Saskatchewan Polytechnic serves communities that are addressing issues of climate change, environmental degradation, economic viability, Indigenous land claims and repatriation, gender-based violence, poverty and homelessness. Through academic, technical and vocational programming, in-community engagement and applied research, Saskatchewan Polytechnic works to address some of these challenges. Approaching these challenges from a global to a local level, or vice-versa, offers faculty, students, staff and members of the community the opportunity to develop solutions that can be applied locally and globally. Global engagement and awareness are a critical lens through which these challenges can be seen.

APPROACH AND FRAMEWORK

Local to global

On campuses across the province, Saskatchewan Polytechnic is working to build a better Saskatchewan. But even our campus communities are increasingly tied to the rest of the world as they source out new international markets and products, invite international expertise and investment to their regions, and look for new skills and expertise that will allow them to engage in and benefit from a seamlessly connected global community.

As Saskatchewan Polytechnic embraces the turbulent start of this decade, the challenge is how best to maintain connections to local regions while also ensuring that students and community have the required competencies to engage in the global community of the 21st century. The Government of Saskatchewan recognizes that the economic success of the province is intricately tied to the global economy. As such, it has prioritized the establishment of trade missions in key international markets and tied these missions not only to the export of traditional goods and services, but to the attraction of skilled international labour and the generation of revenue through the export of high-quality education services.

Saskatchewan's Growth Plan: The Next Decade of Growth 2020–2030 is a roadmap for a growing province of 1.4 million people and a strong economy with 100,000 more jobs. The plan outlines 30 goals for 2030 to build a strong economy, strong communities and strong families, to build a stronger Saskatchewan. Within this context, Saskatchewan Polytechnic has an imperative to work closely with government to provide skills and competencies to the labour market in an international marketplace. We are part of a SASK Alliance, a collaboration initiative with post-secondary education institutions focused on internationalization at home and abroad; we are also expanding our work with the Saskatchewan Ministries of Trade and Economic Development, Immigration and Career Training and Advanced Education.

Dialogue, deliberations and direction

Saskatchewan Polytechnic is nationally recognized for the development and implementation of international capacity building projects. The institution has built a network of international partnerships and enhanced international expertise among faculty and staff. In the past five years, Saskatchewan Polytechnic leadership has endeavoured to enhance international activities, moving forward in several areas. For example:

- In 2014, the institution engaged in consultation with faculty and staff across all campuses to identify interest, gaps and opportunities for global engagement, and to better understand its potential in an engaged and competitive space at the national and international levels. Recommendations were made with a focus on increasing international student numbers and regional diversity, furthering opportunities for global learning experiences and enhancing support for international students.
- In 2018, the institution contracted Barton Carlyle to review international operations in an effort to identify how best to position Saskatchewan Polytechnic in a rapidly changing international education landscape. A final report called for the injection of resources and a significant pivot to a comprehensive approach to global engagement.
- In 2018/2019, Prime Strategic Planning Inc. was contracted to develop the strategic framework, including four pillars, to guide Saskatchewan Polytechnic's international engagement.
- In 2019, Paul Brennan and Associates facilitated training sessions among senior management to clarify internationalization and global engagement.
- In 2020, Henniger International Consulting was contracted to focus on a key recommendation in the Barton Carlyle report; namely, the development of an international student marketing and recruitment strategy.
- In 2020, Saskatchewan Polytechnic identified four pillars on which to build a global engagement plan: international student enrolment; intercultural competencies and experiences for students, faculty and staff; international business development; and supporting applied research.
- In February 2021, the Committee on Global Engagement was convened as a forum for deliberation and a mechanism for the advancement of the Global Engagement Plan.
- In April 2021, using the Community Colleges for International Development (CCID) Framework for Comprehensive Internationalization as a guide, Saskatchewan Polytechnic schools and key departments assessed their international activities and proposed activities to further their future goals for global engagement. These goals will be melded into key tactics attached to the four strategic pillars for internationalization and global engagement.

While the above dialogue outlines the philosophical underpinnings, values and *raison d'être* of Saskatchewan Polytechnic's Global Engagement Plan, an important question remains, "Why should we internationalize and globally engage; what are the tangible benefits?" Each school will experience the long-term benefits through its students, faculty and staff, and its metrics will be ascertained over time. However, the fundamental question being posed may best be understood in the following pages.

Why global engagement?

Global engagement and internationalization are not synonymous. Historically, international education and internationalization were the terms of choice. This suggested engagement between two or more nation states, and the facilitation of dialogue and learning were based on these interactions. But the world is more diverse than nation states. As we see in Canada, there are nations within nations. In the very province Saskatchewan Polytechnic serves, there are 70 First Nations and Métis communities, each with unique defining and distinguishing characteristics.⁴

Global engagement is an active pursuit of miyo wāhkōhtowin across diverse languages and cultures; it speaks to the fluidity that exists in the notion of a common humanity. Indeed, such a pursuit lends itself to the ideals of global citizenship. Global engagement is a commitment to meaningful interaction with the world as a whole. Global engagement will be seen through the multifaceted lens of learning, sustainability, economic growth, capacity development and a shared humanity.

Enrich our students' learning and prepare them for an increasingly multicultural global workplace.

Given our increasingly interconnected world, Saskatchewan Polytechnic graduates will likely work in internationally oriented companies at some point in their careers. It is important to prepare students for this reality. To be work-ready, our graduates need to be culturally agile global citizens. Offering students opportunities to study, work and socialize with peers and mentors from different backgrounds and cultures will build appreciation for the value and varying perspectives that different cultures and ways of thinking bring.

Enhance faculty and staff capabilities through international collaborations, partnerships and experiences.

Global engagement is a logical next step in our journey toward leading the rise of polytechnic education.

The more we share, collaborate and learn with our peers nationally and internationally, the more well-rounded we become. Global engagement opens interesting professional development opportunities that allow us to broaden our thinking and build valuable human and cultural literacy skills, which we can use to enrich both our teaching practices and the services and supports we provide to students.

4 Government of Canada: Indigenous peoples of Saskatchewan

APPROACH AND FRAMEWORK

Meet the provincial and national workforce needs of business and industry.

International trade drives Saskatchewan's economy. Saskatchewan exports roughly 70 per cent of everything it produces.⁵ This level of international commerce adds business complexity, much of which is due to cultural differences. Graduates who understand these complexities and possess experiential knowledge of cultural requirements are sought after by employers. To truly provide industry driven programming, we need to offer activities, opportunities and curricula that reflect Saskatchewan's export focused economic landscape.

Saskatchewan Polytechnic takes pride in partnering to develop innovative solutions to business and industry problems. Through the Applied Research and Innovation department, faculty, staff and students work with business and industry to develop ideas into solutions. Increasingly, business problems have an international and cultural dimension that requires a multicultural perspective. It is important that we offer students opportunities to work on real world, internationally focused problems so they are prepared for the realities of a globally integrated labour market.

A cohesive and comprehensive approach to global engagement will also align Saskatchewan Polytechnic with the Government of Canada's International Education Strategy, the Government of Saskatchewan's Post-Secondary International Education Strategy and The Saskatchewan Ministry of Advanced Education priorities.

Financial sustainability.

With provincial government funding for post-secondary education declining, we must enhance efforts to grow earned revenue streams. International tuition and international business development are important revenue sources that can be used to sustain the institution and fuel growth. According to the Ministry of Advanced Education, international students in Saskatchewan have a \$252 million economic impact on the province.⁶

5 Government of Saskatchewan, Saskatchewan's Global Presence

6 Government of Canada: International Education, Economic impact of international education in Canada—2020 update



PILLARS

FOR GLOBAL ENGAGEMENT

Saskatchewan Polytechnic's vision to lead the rise of polytechnic education will be articulated through goals and tactics anchored to four pillars:

1



**DIVERSE
STUDENT BODY**

2



**GLOBAL LEARNING
EXPERIENCES AND
SUPPORTS FOR STUDENTS
AND EMPLOYEES**

3



**INTERNATIONAL CAPACITY
BUILDING AND BUSINESS
DEVELOPMENT**

4



**SUPPORT FOR
APPLIED RESEARCH**

Pillar 1 Diverse student body

Goal:

We will develop a vibrant, culturally diverse student body to enrich student learning, prepare students for an increasingly multicultural global workplace and generate revenue by providing opportunities for 3,000 international students to study at our campuses.



Tactics:

1. Together with the deans, AVP Student Services and AVP Strategy, develop international student enrolment targets for programs and campuses over a three-year period.
2. Develop a three-year international student marketing and recruitment plan to achieve country of citizenship diversity of no more than 60 per cent from a single country.
3. Improve line of sight to recruitment channels so the focus is on recruiting those students whose goals are aligned with Saskatchewan Polytechnic learning outcomes and expectations.
4. Refresh and optimize International Education (IE) marketing and communications materials and media.
5. Improve applicant conversion rates through prioritization, improved admissions policies, enhanced communication and business processes to ensure timely, efficient and welcoming responses to applicants.
6. Maximize efficacy of data management in support of recruitment and retention using updated CRM and student life-cycle platforms.
7. Improve international student success through enhanced customer service and retention support across all campuses.
8. Enhance opportunities for engagement with domestic and international peers through campus-wide activities that minimize the dislocation and isolation often experienced by international students.

Pillar 2 Global learning experiences and supports for students and employees

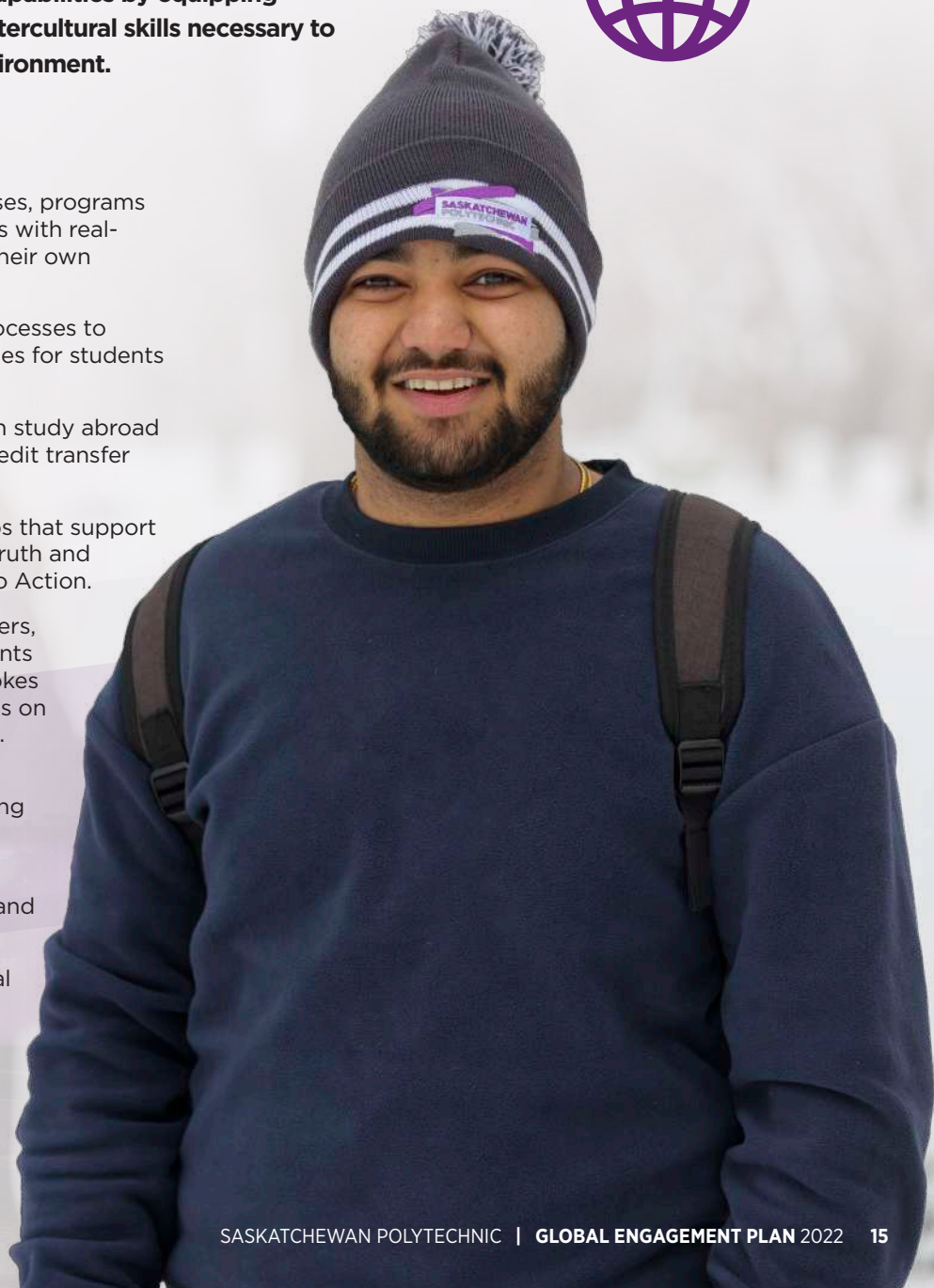
Goal:

We will foster an internationally minded, globally mobile learning community to enhance employee capabilities by equipping students and employees with the intercultural skills necessary to function proficiently in a global environment.



Tactics:

1. Support the development of courses, programs and curricula that engage students with real-world issues that extend beyond their own perceived horizons.
2. Enhance and develop business processes to facilitate study abroad opportunities for students and employees.
3. Address barriers to participation in study abroad opportunities, such as financial, credit transfer and course scheduling.
4. Facilitate international partnerships that support the Indigenous Strategy and the Truth and Reconciliation Commission Calls to Action.
5. In consultation with key stakeholders, develop an annual calendar of events and activities that educates, provokes discussion and debate, and informs on topics related to global awareness.
6. Establish a framework for faculty participation in international training and mobility opportunities.
7. Create an ongoing community of practice on intercultural teaching and curriculum with other institutions.
8. Facilitate national and international networking opportunities for employees.



Pillar 3 International capacity building and business development

Goal:

We will undertake international capacity building and educational partnership projects to showcase and share Saskatchewan Polytechnic's expertise by collaborating with international partners to develop business opportunities.



Tactics:

1. Develop opportunities to partner with post-secondary institutions abroad to offer transfer credit partnerships.
2. Broker and/or franchise the delivery of Saskatchewan Polytechnic diploma programs in national and international locations.
3. Leverage relationships with Canadian Trade Commissioners and non-governmental organizations to be listed and sought as subject experts for consulting and contract training opportunities.
4. Develop contract training and bilateral summer institute programming for secondary and post-secondary students with themes of Indigeneity, intercultural competence and sustainability.
5. Develop strong, committed partnerships that allow Saskatchewan Polytechnic to expand involvement in transnational education and international capacity building projects (including partnerships with post-secondary institutions, private sector business and industry, and provincial and federal governments) with a focus on Saskatchewan exporters who do business internationally.

Pillar 4 Support for applied research

Goal:

We will support international applied research projects and activities to enhance learning outcomes by providing opportunities for students and employees to work with partners on international, real-world research projects.



Tactics:

1. Expand international partnerships and relationships with institutions that have a similar mandate and focus.
2. Leverage existing international relationships to facilitate collaboration on new applied research projects.
3. Participate in the World Federation of Colleges and Polytechnic's Applied Research Affinity Group.
4. Promote researcher engagement in international activities to expand opportunities for funding and collaboration.
5. Partner and engage with national and international advocacy and funding organizations to pursue funded international projects, international student internships and collaboration with other polytechnics.







FORGING

A PATH FORWARD

The Saskatchewan Polytechnic Global Engagement Plan contributes to the attainment of the Saskatchewan Polytechnic Strategic Plan 2020–2025. While extensive effort was made to engage and solicit feedback from key institutional stakeholders, this document is not exhaustive. It is intended to establish a framework whereby constituents can implement key goals, tactics and metrics that resonate with their needs into their multi-level operational plans. Global engagement is dynamic and fluid, and this plan will remain flexible in order to respond to the ever-changing global context. As steward of this plan, over the next three to five years the Committee on Global Engagement will:

1. Provide timely communication to the polytechnic community on key goals, tactics, next steps and timelines.
2. Ensure alignment of the plan with current or future institutional strategic and academic plans.
3. Conduct an impact analysis to ascertain resource implications and needs.
4. Determine resources to be allocated for implementation of the plan.
5. Identify key reporting metrics and achievements.



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