



HUMAN  
>>>> CREATIVE  
VISIONARY

# INTERNATIONALIZATION PLAN

2021-2026

**UQAT**  
UNIVERSITÉ DU QUÉBEC  
EN ABITIBI-TÉMISCAMINGUE

## A WORD FROM THE MANAGEMENT

UQAT is active on the international scene in teaching and research and welcomes several hundred international students each year. It also has more than one hundred agreements with universities around the world. Several UQAT professors have distinguished themselves internationally, both through their research collaborations and through the excellence of their work and publications. Thus, the international dimension is considerable at UQAT, and it is in this perspective that the establishment of an international project” made sense.

Following the creation of the position of Associate Vice-Rector, Services and Partnerships Development, for which he is responsible, and the addition of an International Development Advisor, a committee of more than twenty people from various services, including one professor from each department, was formed and an extensive consultation process was carried out during the year 2020. The objective? To develop an internationalization plan that will allow for the structuring of international development actions while respecting UQAT’s commitments in various areas such as health and safety, the *2019-2024 Action Plan: UQAT and Indigenous Peoples*, and the promotion of equity, diversity and inclusion (EDI).

The international dimension also transcends UQAT’s *2020-2025 Development Plan* as well as the *2020-2025 Strategic Plan for Research and Creation*, thus supporting all the work surrounding the development of the internationalization plan for our university.

The entire community will therefore be involved in the deployment of this plan, since international affairs is a cross-cutting dimension that concerns research, teaching and all the departments and services of our university. We are aware that this is an ambitious plan, but one that is essential to ensure the development of the full potential of our university, while being attentive to the needs and realities of the teams in place.

We are convinced that this action plan will help reaffirm and gain recognition for UQAT’s leadership on the international scene!

Denis Martel  
Rector

Sylvie Bouillon  
Secretary General

Luc Boisvert  
Vice-Rector, Resources

Manon Champagne  
Vice-Rector, Teaching, Research and Creation

Vincent Rousson  
Assistant Vice-Rector, Services and Partnerships Development

## ACKNOWLEDGEMENTS

Thanks to the reflections of a working committee made up of people from UQAT's various teaching and research units (UER), schools and institutes, different services, Continuing Education, as well as international students, in addition to the involvement of the academic community in the work of the "international project", we have developed a 2021-2026 Internationalization Plan that reflects our institution. Its content results from a strategic watch, various research studies, numerous exchanges, and a broad consultation process.

We wish to thank all those who have contributed directly or indirectly to this process. Your valuable collaboration and commitment will enable UQAT to strengthen its international reputation through a concerted vision of its long-term positioning.

## CONTEXT

The internationalization of higher education is generating increasing interest (de Wit, 2020) and is the process of integrating an international/intercultural dimension into the teaching, research, and service functions of the institution (Knight, 1999). UQAT is no exception to this trend and wishes to optimize its international presence. "Canada's universities develop globally aware graduates with the internationally competitive skills suited to the jobs of today and tomorrow while fostering globally connected research and scholarship. Ninety-six percent of Canadian universities include internationalization as part of their strategic planning, more than 80% identify it as one of their top five planning priorities" (Highlights, Universities Canada, December 2014).

The recent federal International Education Strategy (IES), *Building on Success: The International Education Strategy (2019-2024)*, supports this development for Canadian universities. It encourages more Canadians to acquire new skills through study and work abroad. It also suggests diversifying where students come from, where they will study in Canada, and their fields and levels of study. The Strategy also aims to increase support to Canadian educational institutions to help them expand their export services and explore new opportunities abroad.

In 2019, the Quebec government, through the *Ministère des Relations internationales et de la Francophonie* (MRIF), released its *Québec's International Vision - Québec: Proud and doing business around the world!* Among the priorities is «To open the world to educational institutions and young people», an indicator that clearly shows that the internationalization of educational institutions has become a major issue for the government.

## INTERNATIONAL PROJECT' WORKING COMMITTEE

The members of UQAT's "international project" working committee worked on developing an internationalization plan adapted to the realities of its milieus. The committee members joined forces to establish a shared vision that will serve as the basis for the development of annual action plans.

Members (in alphabetical order): Hugo Asselin, Tikou Belem, Benoît Bourguignon, Manon Champagne, Gabrielle Cornellier, Sonia Demontigny, Stéphanie Duchesne, Fouad Slaoui-Hasnaoui, Nancy Hardy, Ahmed Koubaa, France Labarre, Chloé G. Larochelle, Oumar Mallé Samb, Aline Niyubahwe, Lise Pelletier, Isabelle Rivest, Vincent Rousson, Linh Tran, Francine Tremblay, Cathy Vézina and Martin Villemure.

## UQAT'S MISSION, VISION AND VALUES

### MISSION

With its resources, accessibility, openness, partnerships and innovative spirit, the Université du Québec en Abitibi-Témiscamingue (UQAT) creates, transmits, and mobilizes a diversity of knowledge. It contributes to the development of skills in order to take part in the development of individuals and communities in their home territories, as well as on a national and international scale.

### VISION

**An exceptional, proximity-based university committed to the success and excellence of all members of its community.** UQAT is recognized as a leader in teaching and research, in the creation and deployment of educational, environmental, technological, scientific, social, economic, and cultural innovations. UQAT is an inclusive university, constantly evolving for, by and with its community, its milieus, and its partners, both in their territories and on a national and international level.

### VALUES

#### HUMAN

By putting the individual at the heart of its orientations and decisions by welcoming, being close to people and listening to them, while respecting their differences and serving the general interest.

#### CREATIVE

By fostering exchanges that are open to innovation and discovery, in which curiosity is a source of richness and change is an opportunity to stand out and excel.

#### VISIONARY

By helping to build the future of our regions, of Quebec and elsewhere, while daring to think and do differently, by surpassing ourselves and pursuing excellence, with a commitment to the principles of responsible and inclusive development.



## CHALLENGES OF THE UQAT DEVELOPMENT PLAN - TO BE BETTER KNOWN AND RECOGNIZED, NEAR AND FAR

As an actor and factor of development within its territories, UQAT enjoys a privileged relationship with its external partners. Preserving the quality and authenticity of these ties remains essential to maintaining sustainable and mutually beneficial relationships. On the strength of its foundations, UQAT has to deploy its activities in its home territories, in Quebec, in Canada and on the international level.

## TOWARDS AN INTERNATIONALIZATION PLAN

Internationalization at UQAT is an ongoing process that leads to policies, activities and services that give an international and intercultural dimension to training, research, community services and university administration.

Why further structure UQAT's internationalization?

- To graduate students who are open to the world and diversity
- To bring a unique and borderless perspective to the education offered
- To position UQAT internationally as a university of choice
- To strengthen the research outreach
- To increase the number of students from abroad
- To encourage student mobility

Issues surrounding internationalization at UQAT:

1. Training
2. Research
3. Institutional positioning
4. Recruitment of students from Canada and abroad
5. Welcoming and integration

## NOTES

**Language** - UQAT is a francophone university, and French is the official language for programs and services. However, it is important to mention that our university is authorized by the M  ES to teach in English to Indigenous students. In addition, graduate students are allowed to write their thesis in English under certain conditions. Thus, UQAT's international development priority is oriented towards French-speaking countries. However, it will also be essential to consider English-speaking and Anglophile countries, since the majority of researchers' publications are produced in English. In this perspective, international development actions could target partners or collaborators from non-French-speaking territories.

**Canada outside Quebec** - The "Canadian" dimension is included and considered in this internationalization plan in order to lighten the text and not to systematically mention the words national and international.

**Intersectorality, niches of expertise, fields of research or fields of study** - Intersectorality, like niches of expertise, fields of research or fields of study, is not specifically targeted in this plan, which leaves room for openness and innovation.

## UQAT'S INTERNATIONALIZATION PLAN

### 1. TRAINING

UQAT aims to train people to meet the challenges of today and tomorrow. The introduction of international dimensions into students' learning experiences will allow them to broaden their understanding of the world and facilitate their professional success in a globalized economy. The various training-related actions in this plan will provide distinctive and innovative programs.

#### 1.1. Promote and support departments in the internationalization of training programs and related activities

1.1.1 Make an annual inventory of the intentions of the different departments in terms of internationalization of training

Responsibility: VRERC

Partners: INTERNATIONAL BUREAU (VRERC – Vice-President, Teaching, Research and Creation), SCHOOLS, INSTITUTES AND UER (Teaching and Research Unit)

1.1.2. Consolidate and enhance national and international training agreements

Responsibility: INTERNATIONAL BUREAU (VRERC – Vice-President, Teaching, Research and Creation), SCHOOLS, INSTITUTES AND UER (Teaching and Research Unit) – PROFESSORS

Partners: DIFFERENT SERVICES INVOLVED - STUDENT SERVICES, FINANCIAL RESOURCES AND PROCUREMENT SERVICES, REGISTRAR'S OFFICE, VRERC, GENERAL SECRETARIAT OR OTHERS

1.1.3. Develop and create new partnerships for training

Responsibility: INTERNATIONAL BUREAU (VRERC – Vice-President, Teaching, Research and Creation), SCHOOLS, INSTITUTES AND UER (Teaching and Research Unit) AND PROFESSORS

Partners: DIFFERENT SERVICES INVOLVED - STUDENT SERVICES, FINANCIAL RESOURCES AND PROCUREMENT SERVICES, REGISTRAR'S OFFICE, VRERC, GENERAL SECRETARIAT OR OTHERS

1.1.4. Work jointly with departments to integrate an international and intercultural dimension into the training programs offered

Responsibility: VRERC

Partners: SPUFAD (University Pedagogy and Distance Training Service), SCHOOLS, INSTITUTES AND UER

#### 1.2. Improve access to programs for international students

1.2.1. Reduce the cost of education for international students who do not benefit from bilateral agreements

Responsibility: STEERING COMMITTEE

Partners: VRERC, INTERNATIONAL BUREAU (VRERC), FINANCIAL RESOURCES AND PROCUREMENT SERVICES, FUQAT (UQAT Foundation) and AGEUQAT (General Association of UQAT Students)

1.2.2. Optimise the admission process for international students (procedures, decision-making and admission requirements according to origin)

Responsibility: REGISTRAR OFFICE

Partners: INTERNATIONAL BUREAU (VRERC), SCHOOLS, INSTITUTES AND UER

#### 1.3. Develop an international continuing education offer

1.3.1. Develop a brand image for the International Continuing Education Service.

Responsibility: CONTINUING EDUCATION SERVICE

Partner: FINANCIAL RESOURCES AND PROCUREMENT SERVICES

1.3.2. Analyze the existing training and develop a complementary offer according to the needs of international markets, niches of expertise and existing networks in order to position UQAT's Continuing Education Service internationally

Responsibility: CONTINUING EDUCATION SERVICE

Partners: SCHOOLS, INSTITUTES AND UER, GENERAL SECRETARIAT, AND INTERNATIONAL BUREAU (VRERC)

#### **1.4. Enhance and promote student mobility**

1.4.1. Consolidate and create specific agreements on student exchange programs

Responsibility: INTERNATIONAL BUREAU (VRERC)

Partners: SCHOOLS, INSTITUTES AND UER, DEAN'S OFFICE FOR ACADEMIC MANAGEMENT AND STUDIES, STUDENT SERVICES, FINANCIAL RESOURCES AND PROCUREMENT SERVICES, REGISTRAR OFFICE, GENERAL SECRETARIAT, AGEUQAT

1.4.2. Increase outgoing mobility by promoting student participation in international stays

Responsibility: STUDENT SERVICES

Partners: INTERNATIONAL BUREAU (VRERC), SCHOOLS, INSTITUTES AND UER AND AGEUQAT

1.4.3. Develop attraction strategies to promote inward mobility in the programs

Responsibility: COMMUNICATION AND RECRUITMENT SERVICE

Partners: INTERNATIONAL BUREAU (VRERC), SCHOOLS, INSTITUTES AND UER

## **2. RESEARCH**

The plan aims to strengthen, expand and support academic staff and students in international research, whether it be for scientific collaborations, knowledge transfer or mobility opportunities.

#### **2.1. Promote and facilitate research and research-creation at UQAT on an international scale**

2.1.1. Ensure a strategic watch of funding agencies and transmit information to professors and students

Responsibility: DEAN'S OFFICE FOR RESEARCH AND RESEARCH-CREATION

2.1.2. Stimulate and promote the participation of UQAT's academic staff in international scientific teams and networks

Responsibility: VRERC

2.1.3. Encourage the granting of UQAT associate professor status to international collaborators and facilitate their hosting for collaborative stays

Responsibility: VRERC

Partners: HUMAN RESOURCES SERVICES, SCHOOLS, INSTITUTES AND UER

2.1.4. Strengthen support and assistance to teachers in research

Responsibility: DEAN'S OFFICE FOR RESEARCH AND RESEARCH-CREATION

#### **2.2. Foster academic staff mobility**

2.2.1. Structure and formalize the processes for supporting the mobility of UQAT's academic staff

Responsibility: VRERC

Partners: FINANCIAL RESOURCES AND PROCUREMENT SERVICES, UER, SCHOOLS, INSTITUTES AND INTERNATIONAL BUREAU (VRERC)

#### **2.3. Value research and research-creation contributions**

2.3.1. Promote research and research-creation projects involving international collaborations

Responsibility: VRERC

Partner: COMMUNICATION AND RECRUITMENT SERVICES

2.3.2. Develop outreach strategies for researchers and encourage the international dissemination of their results

Responsibility: COMMUNICATION AND RECRUITMENT SERVICES, DEAN'S OFFICE FOR RESEARCH AND RESEARCH-CREATION

Partners: VRERC, SCHOOLS, INSTITUTES AND UER

### 3. INSTITUTIONAL POSITIONING

Recognized as a development actor and factor in its home territories, UQAT wishes to strengthen its links and collaborations with its partners in international dossiers. It also wishes to deploy its activities on the national and international scene.

#### 3.1. Represent UQAT to various government bodies and foreign embassies on international dossiers

3.1.1. Develop and maintain contacts with local, regional, provincial and federal governments on international issues

Responsibility: VICE-PRESIDENCY

Partner: INTERNATIONAL BUREAU (VRERC)

3.1.2. Develop and maintain a network linked to local, regional, provincial and federal industries and organizations involved in international issues

Responsibility: INTERNATIONAL BUREAU (VRERC)

Partners: VICE-PRESIDENCY, CONTINUING EDUCATION SERVICE, CENTRES AND CAMPUSES

#### 3.2. Develop communication strategies for international institutional positioning

3.2.1. Systematically share international initiatives internally (program development, signing of agreements, research projects, etc.).

Responsibility: COMMUNICATION AND RECRUITMENT SERVICES

Partners: INTERNATIONAL BUREAU (VRERC), SCHOOLS, INSTITUTES AND UER, STUDENT SERVICES

3.2.2. Develop tools and a communication strategy to enable the institution to position itself internationally by focusing on its distinctive elements and specificities

Responsibility: COMMUNICATION AND RECRUITMENT SERVICES

Partners: INTERNATIONAL BUREAU (VRERC), STEERING COMMITTEE

#### 3.3. Structure and support the efforts to sign international agreements

3.3.1. Establish a management structure for international agreements and follow-up procedures with foreign institutions

Responsibility: GENERAL SECRETARIAT

Partner: INTERNATIONAL BUREAU (VRERC)

3.3.2. Foster the consolidation and creation of framework agreements for collaboration with educational institutions in Canada and abroad

Responsibility: INTERNATIONAL BUREAU (VRERC)

Partners: SCHOOLS, INSTITUTES AND UER, GENERAL SECRETARIAT

#### 3.4. Position UQAT as an employer of choice in Canada and abroad

3.4.1. Use national and international channels to post job opportunities

Responsibility: HUMAN RESOURCES SERVICE

Partners: SCHOOLS, INSTITUTES AND UER



#### 4. RECRUITMENT OF STUDENTS FROM CANADA AND ABROAD

Based on its "creative and visionary" values, UQAT will continue developing and applying innovative practices in international student recruitment. The institution's positioning in international training and scientific research will open up horizons and increase the attraction of students to its programs.

##### 4.1. Increase the recruitment of international students at all levels of study

4.1.1. Analyse and improve the strategy and development of tools for recruiting international undergraduate and professional master's students

Responsibility: COMMUNICATION AND RECRUITMENT SERVICES

Partners: SCHOOLS, INSTITUTES AND UER, INTERNATIONAL BUREAU (VRERC)

4.1.2. Analyse and improve the strategy and development of specific tools for the recruitment of international graduate students in research

Responsibility: COMMUNICATION AND RECRUITMENT SERVICES

Partners: SCHOOLS, INSTITUTES AND UER, INTERNATIONAL BUREAU (VRERC)

4.1.3. Continue to work closely with SCHOOLS, INSTITUTES AND UER to integrate specific actions related to international recruitment

Responsibility: COMMUNICATION AND RECRUITMENT SERVICES

Partners: SCHOOLS, INSTITUTES AND UER

4.1.4. Increase relations with international graduates and Quebec graduates residing abroad

Responsibility: GRADUATES STUDENT SERVICES

Partners: COMMUNICATION AND RECRUITMENT SERVICES AND INTERNATIONAL BUREAU, CAMPUSES AND CENTRES DIRECTORS

4.1.5. Organise an internal co-development group to share expertise and good practices in international recruitment

Responsibility: INTERNATIONAL BUREAU (VRERC)

Partner: COMMUNICATION AND RECRUITMENT SERVICES

#### 5. STUDENT WELCOMING AND INTEGRATION

Distinctively human in its approach, UQAT wishes to enrich the welcoming and orientation of its international students within its organization, but also in the host territories where they will pursue their university studies.

##### 5.1. Adapt and reinforce support services for international students

5.1.1. Develop tools to promote the integration of international students into Quebec society during their studies and after graduation

Responsibility: STUDENT SERVICES

Partners: INTERNATIONAL BUREAU (VRERC), CAMPUSES AND CENTRES DIRECTORS AND THE ORGANISATIONS PRESENT IN THE DIFFERENT TERRITORIES

5.1.2. Ensure that the needs of international distance training (DT) students are met and that their integration is supported

Responsibility: STUDENT SERVICES

Partner: INFORMATION TECHNOLOGY SERVICES

5.1.3. Strengthen psychosocial support measures offered to international students

Responsibility: STUDENT SERVICES

5.1.4. Set up a committee responsible for the welcoming and integration of international students

Responsibility: STUDENT SERVICES

Partners: SCHOOLS, INSTITUTES AND UER, CAMPUSES AND CENTRES DIRECTORS, AGEUQAT

5.1.5. Set up a committee to ensure synergy and seamless communication regarding the success of international students

Responsibility: STUDENT SERVICES

Partners: SCHOOLS, INSTITUTES AND UER – PROFESSORS, FUQAT, AGEUQAT, SPUFAD, REGISTRAR OFFICE, CAMPUSES AND CENTRES DIRECTORS AND INTERNATIONAL BUREAU (VRERC)

## 5.2. Develop intercultural skills within the academic community

5.2.1. Offer tailor-made continuing education to develop the staff's intercultural skills

Responsibility: HUMAN RESOURCES SERVICE

Partner: CONTINUING EDUCATION SERVICE

5.2.2. Develop tools to facilitate the welcoming and integration of staff of immigrant background and strengthen psychosocial support measures

Responsibility: HUMAN RESOURCES SERVICE

## UQAT INTERNATIONAL

The creation of an International Office within UQAT is the first step in the implementation of the 2021-2026 Internationalization Plan. Although internationalization involves all sectors of the university's activities, UQAT International will coordinate the actions for the internationalization and will instil an intercultural and international dimension in UQAT's various departments, services, campuses and centres, whether through its training, research or policies.

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