INTERNATIONALIZATION AT MEMORIAL UNIVERSITY
Strategic Internationalization Plan 2020

1. Educating global citizens – intercultural development
2. Attracting and retaining global talent – students and scholars
3. Enhancing the Memorial value proposition – promotion/reputation
4. Structuring for success – new int’l office
5. Aiming for global impact – research, projects, consultancies
6. Internationalization of the curriculum – transformational learning
7. Tracking progress – data and tracking
Strategic Enrolment Component

For international student retention:

- Student advising (academic, immigration...) resources for international students
- Within-degree language support programs for students with English as a Second Language
- Welcoming community initiatives - helping students and their families have a sense of belonging on-campus and within their local communities
- Career transitions programming, labour market entry and employer outreach
Strategic Enrolment Components

Overall:
Increase overseas study, research, work opportunities for students (undergraduate and graduate)

• Funding
• Choosing courses/Transfer credit
• On-campus housing contracts
• Risk management

Develop program leading to a certificate in global citizenship

• Credit courses (foreign languages, comparative international education, intercultural communication…)
• Service learning experiences with cultural difference locally or abroad
• Project/Reflection

Provide supports: training and incentives to faculty members engaged in internationalization of curricula.
Strategic Internationalization Plan 2020

Recommendation # 5

• Position Memorial to attract international research collaborations, and develop successful international projects and consultancies.
  • Establish an international development projects division within the Internationalization Office, in partnership with Marine Institute International, to strengthen our capacity to bid on international development projects from all campuses with our community partners.
  • Develop protocols between the Internationalization Office, Marine Institute, Grenfell Campus, the School of Graduate Studies, the Vice-President (Research) to ensure that international research opportunities are appropriately initiated and supported.
  • Partner with provincial government authorities in support of international business development opportunities, and provide leadership in efforts to internationalize the university and support the broader community to engage with internationalization.
  • Create a business development office on the Harlow campus as an official “Gateway to Europe” so that it can partner with on-site academic staff to communicate and champion engagement with European opportunities in funded research, projects and consultancies and all other outreach.
  • Create and communicate simplified processes for Memorial faculty members and students to engage in international research and development projects.
Mandate

The International Projects and Consultancies Division is the focal point for international development initiatives at Memorial University.

- Its purpose is to position Memorial for substantial improvement in our capacity to attract talent from around the world, provide opportunities for meaningful global engagement for our students, staff and faculty, and to increase our reputation for excellence internationally.

Memorial has a long history of international engagement and activity, including exchanges and research collaborations, and international development.
Primary Objectives

Memorial University’s primary objectives related to its international activities and initiatives:

• To increase its international profile
• To increase its ability to engage in international activities
• To increase its sales of educational and non-educational services internationally
Specific Objectives

Memorial has six specific objectives related to its international business development activities and initiatives:

• To build on current expertise and experience at Memorial University related to IPC’s in order to leverage strategic advantage on international bids
• Allow faculty, staff and students to grow their expertise in new ways through participation in experiential opportunities provided through IPC’s
• Increase student engagement in global issues through involvement in IPC’s.
• Establish a presence in new markets, enhance our presence in existing markets, and create a reputation for excellence in key areas of Memorial expertise.
• Build on the current capacity and strong reputation of MI International to undertake IPC’s on behalf of Memorial University
• Ensure sustainability through partnerships:
  • With private stakeholders: increase collaboration with and build capacity in local companies including SMEs and individual consultants through joint bids and business development initiatives;
  • With federal and provincial and stakeholders through alignment with government strategies and initiatives.
Building International Business Streams, Partnerships and Capacity

- **International Partnerships**
  - Building In-Market Presence
  - Partnering processes and documentation
  - Inbound missions to support familiarization and training

- **Capacity Development**
  - Faculty, staff & students
  - Local Business Network workshops

- **International Opportunities for Graduates**

- **Brand Promotion and Marketing**
  - Creation of promotional materials
  - Database/website development
  - International education services

- **Business Development Missions**

- **Project Implementation and Management**
Focus of Internationalization

- **Areas of focus for Internationalization:**
  - International Projects and Consultancies
  - International Mobility
  - Scholarships

- **Diversified funding sources:**
  - International Financial Institutions (IFIs): African Development Bank (AfDB), Asian Development Bank (ADB), Caribbean Development Bank (CDB), Inter American Development Bank (IADB), World Bank (WB)
  - DFATD, United Nations Development Program (UNDP), foreign governments, NL Government, private sector, contract training, etc.
International Financial Institutions

- International Financial Institutions and regional development banks, provide excellent opportunities for international business development. IFI business is worth $300 million to Canadian companies and institutions; however, this is only a 0.2% share of a US $130 billion market. There is evidently room for further growth. The Canadian government has recognized this and in recent years has increased its efforts to provide services to Canadian companies seeking to increase business with IFIs. The market for IFI and other donor projects represents a vast untapped potential for Atlantic Canadian businesses and institutions.
Lessons Learned

- Project life cycles are long
- Need to position for IFI projects early
- Build long-term relationship in target markets
- Proactivity is imperative
- Follow project opportunities closely
- In-country/regional experience is essential
- Learn from the experience of others
- Mentorship opportunities can support business development activities
New bids/ opportunities

New Bids and Opportunities
• Vietnam German University (WB EOI)
• Barbados (CDB EOI)
• Ethiopia (DFATD EOI)
• Indonesia (DFATD unsolicited – under development)
• Mozambique (DFATD unsolicited – under development)

Other General Opportunities
• International Business Development Missions
• Comments & Questions

Glen Penney
Education Building (ED-4007)
Tel.: 864-7104
Cell: 730-4117
E-mail: glenp@mun.ca