

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Strategic Internationalization Plan 2020

Thinking globally ... Acting globally

Office of the Vice-President (Research)

Rev. August 13, 2014

Memorial University will be one of the most distinguished public universities in Canada and beyond, and will fulfill its special obligation to the people of Newfoundland and Labrador.

Memorial University Vision, 2013

Internationalization is an integral part of a continuous process of change in higher education; increasingly it is becoming a central motor of change.

4th Global Survey, International Association of Universities, 2014

Executive Summary

Memorial University provides world-class post-secondary education at the diploma, bachelor, master, doctoral and post-doctoral levels. It also nurtures the creation of new knowledge, new ideas and new technologies, drives innovation, and connects to the fabric of Newfoundland and Labrador to support the province's social and economic growth and enhance the quality of life. In doing so, Memorial University is a gateway to the world for the people of Newfoundland and Labrador. The university attracts talent to the province from many parts of the world, connects them to local enterprises and the local community as they develop their competencies, and prepares them to take their place in the global workforce. While acknowledged for its leadership role in internationalization both in the province and the Atlantic region, the university has yet to fully leverage the benefit of the opportunities of internationalization for enhancing the university experience of its students both here and abroad, adding to their competencies within and beyond the normal curricula, and opening a world of opportunity to the institution, its faculty members and staff at all campuses, and to the province as a whole.

To this end, Memorial University's approach to internationalization must align with its Teaching and Learning Framework, its Research Strategy Framework, its Public Engagement Framework, its other strategic plans, and its special obligation to the people of Newfoundland and Labrador. In this spirit, Memorial University's Strategic Internationalization Plan 2020 proposes eight themes for strengthening its internationalization efforts, and sets the stage for a wide range of ambitious international and intercultural initiatives. More importantly, they are designed to be synergistic and mutually supportive, and to provide strategic leadership for achieving outcomes that will have a transformative impact on the quality of Memorial University's graduates, the future and reputation of the institution, and the future of the people of Newfoundland and Labrador. The themes are as follows:

1. **Educating global citizens:** Develop intercultural competencies in all students, faculty members and personnel.
2. **Recruiting and retaining global human capital:** Aggressively strengthen all structures and processes for attracting and retaining international students, faculty members and other personnel.
3. **Enhancing the Memorial value proposition:** Better articulate, market and communicate Memorial's value proposition to enhance its attractiveness and strengthen international student enrolment.
4. **Structuring for success:** Transition the "International Centre" to an "Internationalization Office", initially reporting to the President, led by a Director, whose institutional

mandate is to facilitate, coordinate, promote and monitor international activities, and to ensure the successful implementation of the Strategic Internationalization Plan 2020. The Director will serve as Memorial University's senior internationalization officer and will provide vision, leadership and support to units involved in international research, teaching and engagements. The office will be responsible for liaison and communication with provincial, regional, national and international bodies on international issues.

5. **Aiming for global impact:** Position Memorial to attract international research collaborations, and develop successful international projects and consultancies.
6. **Becoming a multinational university:** While maintaining long-standing initiatives create sustainable full-degree academic programming, anchored at Harlow Campus, and delivered in part or whole at Harlow Campus.
7. **Programming for the international market:** All academic programs, at all campuses, will support internationalization in their learning outcomes.
8. **Tracking progress:** Design and implement updated, centralized data collection and tracking processes and systems of all internationalization initiatives, including such elements as the nature and type of each initiative, participants, units, outputs and outcomes. Identify suitable metrics for tracking Memorial University's progress in achieving the objectives of the Strategic Internationalization Plan 2020.

The time has come for Memorial University to think globally and to act globally ... to fulfill its strategic objectives, achieve its vision, and strengthen its impact on the future of the people of Newfoundland and Labrador.

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Introduction

Strategically located between the Old and the New Worlds, the island of Newfoundland and the big land of Labrador provide eloquent testimony to the powerful impact of internationalization. From before recorded time, indigenous peoples followed currents over water and ice to secure a sustainable living for their families. Much later Vikings, Basques, Portuguese, Spanish, Italian, French, English, Irish, and Scottish made their way across the ocean, attracted primarily by the living wealth found within its Grand Banks, or the opportunity to transit goods through Newfoundland to other places around the world. The world wars and the cold war contributed further immigration and emigration, as places like St. John's, Gander and Goose Bay became cross-roads for convergence of multiple nations. Some of these voyagers have marked the province with only vestiges of their passage. Others have contributed to the names of places, built homes and infrastructure, but more importantly attracted people from vastly different lands who remained and worked together to create a modern society. Today, the ocean that stretches around us from the Arctic to the North Atlantic continues to position Newfoundland and Labrador's economic and societal foundation, driving our research, our industry, and our relationships with each other and the world. In other words, the province has always been engaged internationally, and today, our influence extends virtually to the entire world. Now that the world has never been more accessible, both physically and through information and communications technologies, Newfoundland and Labrador stands before unequalled opportunity to leverage its immense possibilities.

In this regard, Memorial University is not only a key enabler to the province's future, it is a gateway to the world for the people of Newfoundland and Labrador. The university attracts talent to the province from many parts of the world, connects them to local enterprises and the local community as they develop their competencies, and prepares them to take their place in the global workforce. While acknowledged for its leadership role in internationalization both in the province and the Atlantic region, the university has yet to fully leverage the benefit of the opportunities of internationalization for enhancing the university experience of its students both here and abroad, adding to their competencies within and beyond the normal curricula, and opening unique opportunities to the institution, its faculty members and staff at all campuses, to its graduates, and to the province as a whole. As pointed out by the 2013 White Paper on Internationalization at Memorial, its efforts must be supported by a strategic approach to internationalization which aligns with its three frameworks, supports the strategic plans of its campuses and units and fulfills its special obligation to the province.

Clearly, Memorial University's vision suggests that a more distinguished and influential role in higher education is founded on being an international player in all aspects of university education. Canada's recent International Education Strategy (2014) also emphasizes the critical importance of the internationalization of higher education in positioning our country for developing and attracting globally recognized talent, thereby ensuring Canada's prosperity in the 21st century. For Atlantic Canada, long-standing trends in terms of both declining demographics and relatively low success in attracting and retaining newcomers support the need to intensify internationalization efforts in universities as an integral part of the region's economic rebirth strategies. Newfoundland and Labrador is currently developing a population growth strategy of which Memorial University's internationalization efforts must be fully supportive, as demonstrated in Nova Scotia's Ivany report (2014) entitled "Now or Never" which highlights international student attraction and retention amongst the top goals of the region.

Within this context of global competition for talent and innovation, Memorial University launched a much-anticipated process in July 2013 to develop a strategic plan to leverage, coordinate and intensify the international activities of the university community. The Strategic Internationalization Plan 2020 is a roadmap to the future, aligning with Memorial University's Teaching and Learning Framework, its Research Strategy Framework, its Public Engagement Framework, its other strategic plans, and its special obligation to the people of Newfoundland and Labrador. It is also founded on the work of many years, including the recently published February White Paper, the June recommendations on Memorial's international student operations entitled "Strengthening the Value Chain", and intensive consultation, strategic analysis and environmental scan.

As seen below, Memorial University's Strategic Internationalization Plan 2020 sets the stage for a wide range of ambitious international and intercultural initiatives. More importantly, they are designed to be synergistic and mutually supportive, and to provide strategic leadership for achieving outcomes that will have a transformative impact on the quality of Memorial University's graduates, the future and reputation of the institution, and the future of the people of the province, as it builds on the strong foundation of its international past.

Context of the Strategic Internationalization Plan

Memorial University has a long and distinguished history of involvement in international teaching, research and service. Its faculty members and academic units are active and engaged in international collaborations; it is a recognized Canadian leader in developing international projects and consultancies, particularly through Marine Institute International; its institutional Internationalization Office manages award-winning programs for international students; the

School of Graduate Studies provides strong leadership in international graduate enrolment management; and its Harlow campus in England places it in the enviable position of being one of only two universities in Canada with a foothold in the United Kingdom. Memorial University provides leadership to the Atlantic region in terms of international business development and project experience, and lends its senior leadership expertise to the University of Arctic (UARctic) through the involvement of its President on the UARctic Board of Governors, and the Director of the Labrador Institute as the UARctic Vice-President Indigenous.

As has been described, Memorial is a gateway for faculty, staff and students to engage the world, connecting them to global markets and opportunities. It attracts students from countries across the globe, and exposes all its students, faculty and staff to new cultures and traditions at all of its campuses. It helps form the next generation of globally engaged leaders among students, faculty members and staff by offering international learning opportunities through student exchanges, field trips, admission-dependent course offerings and term-length program experiences at its Harlow campus, and participation in international development projects which contribute to making the world a better place. The university is increasingly active as a bridge for industry, government and other stakeholders for building international relationships in partnership with its counterparts within the province and across Canada. In short, Memorial leverages its unique position in the province to provide new experiences to students, faculty members and staff, enhance the province's talent pool and opportunities for the labor market, and contribute more generally to the economy and quality of life of the people of the province.

On the other hand, Memorial lags in numbers of students going abroad, in academic support services for international students, in transitions of international graduates to permanent residency, and participation in major international research projects. Newcomers to the province often leave for larger urban centres in other provinces, noting that, while people are friendly, it is difficult to develop meaningful, long-term relationships which create a sense of belonging. In this time of sharply declining demographics and weak economy, internationalization can provide solutions to the above issues, based on data-driven decisions with clear and well-founded goals.

Memorial University's capacity for engagement in international activities is high, but requires a thoughtful, strategic and coordinated approach. The three frameworks (i.e., the Teaching and learning, Research and Public Engagement Frameworks) contain implicit and explicit commitments to internationalization. The recent endorsement of the Strategic Research Intensity and Enrolment Plans to grow Memorial University's research intensity and student enrolments, require aggressive initiatives that are international in scope. Those Plans emphasize the increasing importance of international graduate students, a reflection of the School of Graduate Studies' excellent record of and strengths in successes in recruiting,

training, and supporting international graduate students. The international initiatives of Grenfell campus (related to international recruitment) and the Marine Institute (focused on international projects and off-shore programs) in addition to Memorial's coop and internship programs, the largest of which are in its Faculties of Engineering and Applied Science and Business Administration (providing students with diverse international opportunities) and activities at Harlow campus (where Memorial students often enjoy their first international experience) add significant breadth and depth to its internationalization strategies, set within the context of the university's special obligation to the people of Newfoundland and Labrador.

The February 2014 White Paper framed the history of international activity at Memorial University, contributed a strategic analysis, and proposed a set of recommendations for additional consultation. The June 2014 report entitled "Strengthening the Value Chain", the third report of the Teaching and Learning series on vulnerable learners at Memorial, focuses on supporting international students and building intercultural competencies across the university.

Clearly, Memorial University enjoys a solid foundation from which it can leverage numerous international opportunities to recruit students, enhance its learning environment, and increase its capacity to impact the province. The recommendations here are not intended to discontinue or change those best practices; rather, they acknowledge the need for a stronger, integrated approach to internationalization.

Methodology

The construction of a Strategic Internationalization Plan was initiated by the Provost and Vice-President (Academic), David Wardlaw, in July 2013 as a two-step process. The first step involved the development of a "white paper" on international activities at Memorial whose aim was to document the university's strategic landscape in the international arena, drawing primarily from numerous prior reports, campus-based and unit-based strategic plans with internationalization focus or components and limited consultation. This document was forwarded to President Gary Kachanoski and Provost Wardlaw in December 2013, and the university community was given an opportunity to provide feedback.

The second step of the strategic planning process was initiated under the leadership of the Vice-President (Research), Richard Marceau, in May 2014. Throughout June and early July, 2014, consultations with 22 academic units, administrative units and student groups throughout Memorial University both validated and expanded upon the White Paper's strategic analysis, providing additional insights regarding Memorial University's strengths, challenges, opportunities and risks. During this time, "Strengthening the Value Chain" was also published, and provided valuable input.

The themes and opportunities of the Strategic Internationalization Plan are summarized in Table 1. As seen in Table 1, the opportunities are articulated around four themes: “People”, “Environment”, “Partnerships” and “Strategic Initiatives”.

In the sections below, each opportunity is described in detail, ending with a recommendation and a series of specific actions. The risks inherent to each opportunity are also addressed. Memorial’s strengths are the enablers of these opportunities, and the university’s challenges, as documented in the White Paper and the consultations, are the gaps that need to be filled through additional, appropriate actions. In all, eight recommendations provide strategic direction on a wide range of areas, and aim to create the conditions for Memorial to seize its opportunities and mitigate the risks, while building on its strengths and addressing its challenges. The eight recommendations, and their associated actions, champions and deadlines are summarized in Table 2.

TABLE 1

Themes and Opportunities of the Strategic Internationalization Plan 2020

Themes	Opportunities
People	<ol style="list-style-type: none"> 1. Educating global citizens 2. Recruiting and retaining global human capital
Environment	<ol style="list-style-type: none"> 3. Enhancing the Memorial value proposition 4. Structuring for success
Partnerships	<ol style="list-style-type: none"> 5. Aiming for global impact
Strategic Initiatives	<ol style="list-style-type: none"> 6. Becoming a multinational university 7. Programming for the international market
Metrics	<ol style="list-style-type: none"> 8. Tracking progress

Detailed Recommendations

1. Educating global citizens

Context

Memorial University provides post-secondary education at the diploma, bachelor, master, doctoral and post-doctoral levels, equipping the next generation of graduates with the attributes of global citizenship: the competencies, knowledge and attitudes allowing them to thrive in their future careers and contribute to a more equitable society. The internationalization of universities plays an increasingly determining role in providing students both a global perspective and a richer, better rounded set of competencies on the road to a successful career and a meaningful life. Putting this differently, where Memorial University's Teaching and Learning Framework defines the qualities of a Memorial graduate, internationalization is viewed as a key contributor to successful attainment of these qualities.

Memorial's students manage to engage with diversity, despite a lack of formal opportunities for integration between domestic and international students. Students understand the powerful learning potential of mutual sharing and learning across cultures, but often face barriers to such engagement. While the majority of international students successfully adjust to the social and academic norms of the university and gain intercultural skills, local students, who also need these skills, are not acquiring them to the same extent. Study and work abroad experiences for students are hampered by a multitude of internal-to-Memorial obstacles related to risk management, transfer credit assessment and inflexible programs which inhibit a term abroad, and lack of funding. In order to favor long-term retention of our students at Memorial and within the province, we must collectively enhance our local appreciation of diversity and improve our welcome of international students and personnel.

Recommendation 1

Develop intercultural competencies in all students, faculty members and personnel.

Actions

- Provide incentives for all undergraduate students to take one credited course involving exposure to a new language, culture, religion or other international comparative perspective (target: 2016-09-01).
- Investigate new sources of funding for study/work/research abroad opportunities (target: 2016-09-01).

- Provide clarity in the crediting of study/work/research abroad opportunities (target: 2016-09-01).
- Increase the number of students engaged in opportunities through the University of the Arctic (target: 2016-09-01).
- Increase opportunities for meaningful intercultural interaction for all members of the Memorial community through training programs, events, programs, and other activities that engage dialogue about cultural difference (target: 2016-09-01).
- Provide intercultural leadership to engage the local community in the development of cross-cultural skills through workshops, sessions and events (target: 2016-09-01).

Champions

Deputy Provost; Dean, School of Graduate Studies; Director, Internationalization Office; Vice-President, Grenfell Campus; Vice-President, Marine Institute Campus

Partners

Deans of Schools and Faculties; University Librarian; Director, Labrador Institute; Director, Human Resources; Executive Director, Public Engagement; Director, Distance Education, Learning and Technology Supports

2. Recruiting and Retaining Global Human Capital

Context

Memorial plays an important role in bringing valuable talent and resources to Newfoundland and Labrador. In particular, it is highly engaged in population attraction and retention through active recruitment of employees and students not only from the province but from around the world. In partnership with students and employers, the University has developed programs to improve international student connections to the labor market and entrepreneurial opportunities. These programs are award-winning, but continued investment and improvements are required to reach the goal of greater post-graduate retention.

Significantly, the designation of education as a sector within the federal and provincial government trade divisions has allowed for recent greater collaboration. Memorial is seen as contributing to the province's value chain in terms of developing some of the key human resources it needs in years to come. This view provides access both to important external funding and opportunities to collaborate broadly across the campuses and the Atlantic region.

However, at Memorial, despite the best efforts of responsible offices to support the recruitment of international talent, it often occurs in academic and administrative silos, with insufficient coordination and inefficient processes. Many new mechanisms for developing recruitment and retention strategies are employed by our competitors, including: accessible and affordable housing, the strategic use of scholarships, second language pathways offerings, social integration strategies, short term student conversion, government sponsored students, international alumni, pathways at all levels of study, visiting delegations and overseas missions, participation in recruitment fairs, and the use of recruiting agents. In the past, Memorial has benefited from some of these strategies, but in the absence of strategic direction or specific targets, efficiency and coordination have not been optimal. To date, approximately 33% of Memorial's international cohort comes from China. For long-term sustainability, Memorial should be focusing on diversifying its cohort of international students, and planning recruitment activities with a view to reaching out to compatible markets worldwide, largely in keeping with Canada's International Education Strategy.

Memorial has a deep understanding of its role in welcoming newcomers, steeped in its history within the province and its comfort level with being a gateway to the world. Memorial has shown strong leadership in developing innovative programs to increase the retention of its international students before and after graduation. Even so, supports for international students require improvement in a number of areas, such as finding accessible and affordable housing, addressing issues of financial vulnerability, providing adequate English language supports, ensuring appropriate advising supports, facilitating social integration, and developing intercultural competencies. For example, international students can be hostage to events in their home countries, temporarily depriving them of essential financial support during their stay at Memorial, affecting their legal status in Canada and thus their retention rates. And rather than being content with its graduates achieving minimum language standards, Memorial must aim to provide its students with far higher levels of proficiency in both language and cultural norms upon graduation. Following graduation, labor market opportunities impact the university's capacity for retaining new graduates in the province. Surveys of Memorial's international students indicate that more than half would like to stay in Newfoundland and Labrador. However, the unfortunate reality is that most are not able to secure jobs in Newfoundland and Labrador because of a number of factors, including struggles with the language skill sets necessary for success and lack of integration in local social networks due to unfamiliarity with the unwritten rules of the culture.

Recommendation 2

Aggressively strengthen all structures and processes for attracting and retaining international students, faculty members and other personnel.

Actions

- Urgently implement within-degree language support programs to international students for whom English is a Second Language (target: 2015-09-01).
- Urgently increase scope and participation in the Professional Skills Development Program and the Entrepreneurship program (target: 2015-09-01).
- Urgently review the reporting structure of Memorial University's undergraduate recruitment and conversion activities in recognition of the strategic importance of recruitment in general, and that of international recruitment in particular (target: 2015-09-01).
- Urgently bring clarity to admission standards for every Memorial University program for both domestic and international students (target: 2015-09-01).
- Urgently enhance student advising support resources for international students on all three campuses (target: 2015-09-01).
- Support the development of unit-level international recruitment goals at both the undergraduate and graduate levels (target: 2015-09-01).
- Develop a sponsored student office to leverage external funding of talented graduate students from such countries as Brazil, Vietnam, China, Iraq, Libya etc which provide funding to their top scholars abroad (target: 2016-09-01).
- Identify and evaluate all partners and processes that have a role in strategic international talent attraction, and develop plans for enhancing tried and true methods while developing new tools (target: 2016-09-01).
- Contribute to the population growth of the province through strong post-graduation transition programming and support of welcoming community initiatives which nurture relationships between the host culture and newcomers. In particular, significantly improve settlement and integration support to international faculty, undergraduate students, and graduate students and their families, especially in relation to dedicated housing, residential space, family-based housing, etc. (target: 2016-09-01).
- Significantly improve funding mechanisms for international student recruitment and transition supports, especially in the realm of dedicated scholarships (target: 2017-09-01).

- Work with external professional accrediting bodies to help transition graduates of international programs into the province (target: 2017-09-01).

Champions

Deputy Provost; Dean, School of Graduate Studies; Vice-President, Grenfell Campus; Vice-President, Marine Institute Campus; Director, Internationalization Office; Executive Director, Public Engagement

Partners

Deans of Schools and Faculties; University Librarian; Director, Labrador Institute; Director, Human Resources.

3. Enhancing the Memorial Value Proposition

Context

The current reality of higher education is a hyper-competitive landscape of high demand and limited talent. Although international ranking systems are hotly contested, their role in reinforcing a university's international reputation and, in turn, generating a widely-held perception of quality cannot be ignored. Enhancing reputation through excellence in research and teaching is important to a realizable internationalization strategy. Students, staff, and faculty members appreciate the value of the Memorial educational experience, but this needs to be more strongly reflected in Memorial's international profile. We know that we provide unique and memorable opportunities to international faculty, researchers, students and staff. We need to articulate why engaging with Memorial University will be an unforgettable and life-changing experience.

Memorial University's unique competitive advantage of remarkably accessible tuition should be clearly articulated and maintained even in this time of constrained resources. As the only university in the province, Memorial University benefits from the strong support of the provincial government, allowing it to play a strong role in driving economic and societal goals. It has many valuable attributes which can be leveraged to increase international reputation and interest, including its footprint in Labrador, its Grenfell Campus on the west coast of Newfoundland (well-known for its arts and humanities program offerings, and with new aggressive development of agricultural research and related graduate programs), the Marine Institute with its range of programs from polytechnic to undergraduate and graduate university education, and its campus in the United Kingdom represent . Memorial University must identify its niche sectors and focus on increasing its presence, reputation and attractiveness across the

many activities of internationalization, including student recruitment, student mobility, experiential learning, field and research work, and project work.

Recommendation 3

Better articulate, market and communicate Memorial's value proposition to enhance its attractiveness and strengthen international student enrolment.

Actions

- Maintain highly competitive tuition rates (target: 2014-09-01).
- Develop promotional materials for individual target counties, sectors and themes, focused on our strengths of oceans, harsh environments and enriching cultural values (target: 2015-09-01).
- Coordinate with both internal and external stakeholders to define outcomes for missions abroad (target: 2015-09-01).
- Leverage international alumni to contribute to university reputation and presence through innovative programs and events (target: 2016-09-01).
- Develop opportunities for greater partnership between the Labrador Institute and the university's campuses in appropriate international themes, such as indigenous contexts, arctic environment, etc. (target: 2016-09-01).

Champions

Deputy Provost; Vice-President, Grenfell Campus; Vice-President, Marine Institute Campus; Dean, School of Graduate Studies; Director, International Centre

Partners

Provost and Vice-President Academic; Deans of Schools and Faculties; Director, Labrador Institute; Director, Marketing and Communications; Executive Director, Public Engagement

4. Structuring for Success

Context

Memorial University's past international activities have been characterized by numerous successful initiatives at the unit, School, Faculty or even Campus level with limited institutional coordination and direction. While the present decentralized approach has proven to be effective, the foundation of Memorial University's future success in achieving its internationalization objectives is to establish the formal structures, resources, policies and processes which will better facilitate, coordinate, promote and monitor its international activities on three levels:

- Strategically: lead implementation of the Plan, fill the policy gaps, and ensure close coordination with the province.
- Administratively: offer support of international activities on all campuses across the university, coordinate processes and systems, and monitor metrics to support decision-making on new initiatives.
- Academically: stimulate, facilitate and resource opportunities for faculty and students to take part in international activities related to teaching and learning, research, and public engagement.

Memorial is highly decentralized with numerous campuses and diverse, comprehensive academic program offerings. Memorial University already has a number of offices and units on each of its campuses focusing on some aspect of internationalization. The purpose of this plan is not to create a new central reporting structure, nor to integrate these offices into the Internationalization Office, but instead, to create a new office to support, coordinate and provide a central communication point for new opportunities for pan-university collaboration and funding.

Thus it is recommended that Memorial develop a small, nimble core office devoted to supporting internationalization across the university. The new Internationalization office would possess functional responsibility for internationalization across the university, and rely on and engage units to implement the measures of the present plan, and tracking its actions and outcomes. The office would also review the university's portfolio of policies and procedures related to internationalization and ensure their consistency with the Strategic Internationalization Plan. The office would provide a one-stop shop for external communication, housing the International Liaison Office and acting as the main contact for federal, provincial, and international governments as well as external organizations and partners.

While it is expected that the mandate of the office will evolve as it matures, among the first priorities of the proposed internationalization office will be to:

- engage units in implementing the measures of the Strategic Internationalization Plan,
- update the university's portfolio of policies and procedures related to internationalization,
- provide expertise on international initiatives,
- house critical data related to internationalization and track the actions and outcomes of the Strategic Internationalization Plan, and
- troubleshoot barriers and problems as international engagement increases.

Recommendation 4

Transition the "International Centre" to an "Internationalization Office", initially reporting to the President, led by a Director, whose institutional mandate is to facilitate, coordinate, promote and monitor international activities, and to ensure the successful implementation of the Strategic Internationalization Plan 2020. The Director will serve as Memorial University's senior internationalization officer and will provide vision, leadership and support to units involved in international research, teaching and engagement. The office will be responsible for liaison and communication with provincial, regional, national and international bodies on international issues.

Actions

- Create an Internationalization Office, reporting to the president (target: 2015-04-01).
- The Internationalization Office will be staffed and resourced to provide high level expertise, contribute support and trouble-shoot for international initiatives at Memorial (target: 2016-04-01).
- The Internationalization Office will support the creation of School, Faculty and Campus plans for internationalization (target: 2016-04-01).
- The Internationalization Office will explore, develop and maintain relations with external stakeholders and strategic international partners (target: 2016-09-01).
- The Internationalization Office will lead the establishment of the institutional policies needed to support the Strategic Internationalization plan. In particular, it will address two notable policy gaps: the risk management of student, staff and faculty travel

abroad; and financial resourcing and incentives for international activities (target: 2017-09-01).

- The Internationalization Office will lead the establishment of the institutional processes needed to ensure communication among units, and the effective tracking of internationalization initiatives and metrics (target: 2017-09-01).

Champions

President

Partners

Vice Presidents of Memorial University; Deans of Schools and Faculties; University Librarian; Director, Labrador Institute; Director, Marketing and Communications; Executive Director, Public Engagement

5. Aiming for Global Impact

Context

Memorial is committed to contributing its knowledge and expertise to the development and equity of its own province, but also beyond its borders. Growing our current capacity for international research, projects and consultancies positions Memorial for substantial increases in talent attraction from around the world. Such growth provides additional opportunities of meaningful global engagement for students, staff and faculty, increases our reputation for excellence internationally, and strengthens our capacity to fulfill our special obligation to the people of the province. Memorial is well-positioned to address the real challenges of less developed countries, and, in particular, Marine Institute International has a stellar reputation in international development, leading the university in its commitment to the developing world.

The Strategic Research Intensity Plan sets timelines and goals which will benefit from a significant intensification of internationalization activities, though the facilitation of international activities entails supportive policies and flexible processes in travel management, financial administration, risk assessment and insurance, copyright and intellectual property protection and all aspects of project management.

Partnership development with international institutions and researchers also requires proper oversight and tracking, as international research, projects and consultancies will enhance Memorial's ability to bring additional resources to the University.

Recommendation 5

Position Memorial to attract international research collaborations, and develop successful international projects and consultancies.

Actions

- Establish an international development projects division within the Internationalization Office, in partnership with Marine Institute International, to strengthen pan-university capacity to bid on international development projects from all campuses (target: 2015-09-01).
- 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 (target: 2016-09-01).
- Partner with provincial government authorities in support of international business development opportunities, and provide leadership and support in efforts to internationalize the university and the community (target: 2016-09-01).
- Create and communicate simplified processes for Memorial faculty members to engage in international research and development projects (target: 2017-09-01).

Champion

Director, Internationalization Office

Partners

Director, Marine Institute International; Director, Distance Education, Learning and Technology Support (DELTS); Vice-President (Research); Dean, School of Graduate Studies; Vice-President, Grenfell Campus; Vice-President, Marine Institute Campus; Deans, Schools and Faculties; University Librarian; Director, Labrador Institute; Executive Director, Public Engagement

6. Becoming a Multinational University

Context

Memorial University has the unique position of being one of only two Canadian universities that own a campus in the United Kingdom (UK), in the heart of one of the largest markets for post-secondary education in the world, the European Union (EU). For decades, Harlow has been the

destination of the first international experience of many Memorial students, mostly through field trips, and admission-dependent course offerings and term-length program experiences. This approach has consistently represented challenges to its financial sustainability, primarily because of the unpredictability of student enrolment in proposed offerings from term to term, and from year to year. An interim director has been designated at Harlow to identify potential opportunities for expanding opportunities for academic activity at the Harlow campus.

A groundswell of support for Harlow is growing across Memorial, with new calls for the campus to be firmly entrenched in the core business of the university, especially at the graduate studies level where a North American university offering North American degrees may represent a significant competitive advantage, despite the high competitiveness of post-secondary education in the UK and in the EU. Harlow could also leverage its current local partnerships to provide for pathways to Memorial degree programs offered either on-site, via distance education or at its other campuses in Newfoundland and Labrador. Additionally, Harlow's geographic location, close to airports and to London, could be leveraged to increase not only Memorial's presence in Europe, but the profile of the province as well. Finally, while Harlow has acted as a "gateway to Europe" in an informal, ad hoc manner for many years, its capacity could be harnessed to support ventures by researchers and industry to engage with European opportunities.

Recommendation 6

While maintaining long-standing initiatives, create sustainable full-degree academic programming, anchored at Harlow Campus, and delivered in part or whole at Harlow Campus.

Actions

- Declare the full-degree granting status of Harlow campus, positioning Harlow in the Memorial system as a campus with full academic degree programs and supports (target: 2015-04-01).
- Develop two pilot academic programs to be delivered on-site. Explore the possibility of doing so in partnership with other institutions in the United Kingdom (target: 2017-09-01).
- Develop a business plan for each of these two programs, including market potential, full cost of all resources (i.e., human resources, equipment, information and communication technology and software, and infrastructure including space) needed to support the delivery of the two pilot programs, return on investment, etc., obtain appropriate approvals, and implement the pilot programs (target: 2017-09-01).

- 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 (target: 2017-09-01).

Champions

Provost and Vice-President Academic; Vice-President, Grenfell Campus; Vice-President, Marine Institute Campus; Deans, Schools and Faculties; Director, Internationalization Office; Interim Director, Harlow Campus

Partners

Director, Distance Education, Learning and Technology Support (DELTS); University Librarian

7. Programming for the International Market

Context

Internationalization of curriculum is complex, involving both on-campus initiatives and off-shore academic program offerings. At Memorial, the Distance Education, Learning and Technology Supports (DELTS) unit has achieved an international reputation for supporting learning across multiple contexts and countries. Still, academic units have primary responsibility for international activities centered on university education – whether developing new academic offerings or evaluating course credit gained elsewhere. There is currently minimal facilitation, coordination and overall strategic guidance for the development of new programs which could have international appeal, involving DELTS and School, Faculty and Campus partnership initiatives. Additionally, professors may be ill-equipped to manage diverse classrooms or to infuse the curriculum with examples from other countries or cultures.

Numerous business development opportunities have yet to be seized in Memorial University’s core business of university education at the bachelor, master, doctoral and post-doctoral levels. Memorial University has unique strengths in virtually every School, Faculty and Campus which can be leveraged, either locally at one of its campuses or through distance learning, provided that investments in individual initiatives can be justified on the basis of proper market analysis and appropriate business plans. For example, English Second Language programs are generally good revenue generators for universities, and can be harnessed to support a wider range of international activities.

E-learning is a rising star in the world of international education. Collaborative on-line learning between students from different cultures is growing in popularity as well as in funding

opportunities. It is recognized that most students will not be able to study abroad, and so the development of on-line opportunities for meaningful interaction can be innovative and accessible while providing Memorial University the opportunity to expand its reach and brand, and contribute to promoting Newfoundland and Labrador internationally.

Recommendation 7

All academic programs, at all campuses, will support internationalization in their learning outcomes.

Actions

- Integrate an international perspective into all existing programs (target: 2017-09-01).
- Identify new markets and/or new programs for established markets (target: 2015-09-01).
- Identify faculty champions to lead the internationalization of curricula (target: 2015-09-01).
- Provide supports in the form of training and incentives to faculty members engaged in academic activities aimed at internationalization of curricula (target: 2016-04-01).
- Review, restructure and improve Memorial's current pre-degree English Second Language pathway, in particular to provide seamless transition to degree programs and revenue in support of pan-university international activities (target: 2016-09-01).

Champions

Provost and Vice-President (Academic); Vice-President, Grenfell Campus; Vice-President, Marine Institute Campus; Deans, Schools and Faculties; Director, Internationalization Office

Partners

Director, Distance Education, Learning and Technology Support; University Librarian; Director, Labrador Institute; Executive Director, Public Engagement

8. Tracking Progress

Context

The importance of accurate metrics to track progress and inform decision-making cannot be overstated in terms of achieving success and ensuring accountability. International data collection is even more critical, supporting evidence-based decision-making, investments and risk management of internationally-focused initiatives, from student recruitment to student mobility to business development activities. In 2011, Memorial engaged its first international consultant to benchmark the university and develop a framework for an international strategy. Unfortunately, the metrics requested by the consultant could not be determined with accuracy at Memorial.

While the university currently tracks data such as the number of international students, the number of institutional partnerships, and the delivery of intercultural training sessions, it cannot presently provide important statistics on most of the outputs and outcomes of its international activities. For example, information on the number of recruitment agents is decentralized and not collected centrally. The number of students and faculty travelling outside of Canada for study, work and research activities is also not tracked centrally, though students are requested to self-report on Banner. While Marine Institute International efficiently tracks all projects developed through their campus, many other projects and project bids are unknown. Also, tracking of international research activities is currently not feasible due to existing tracking software limitations. Intercultural perspectives, and international themes and initiatives in curricular or extra-curricular activities currently do not have documented outcomes, and are thus not currently measurable. Finally, activity levels and types in different world regions are not well known, inhibiting the leveraging of synergies.

Considering the scale of activities currently in play and the significant ramp-up of activities which will result from the Strategic Internationalization Plan 2020, Memorial must now upgrade its data collection capability of internationalization initiatives and outcomes so that it can track its progress in achieving the outcomes of the Plan, allowing for informed, evidence-based and sophisticated decision-making.

Recommendation 8

Design and implement updated, centralized data collection and tracking processes and systems of all internationalization initiatives, including such elements as the nature and type of each initiative, participants, units, outputs and outcomes. Identify suitable metrics for tracking Memorial University's progress in achieving the objectives of the Strategic Internationalization Plan 2020.

Actions

- Design, cost, obtain approval and implement updated, centralized data collection and tracking processes and systems of internationalization initiatives (target: 2016-04-01).
- Identify suitable metrics for tracking progress in achieving the objectives of the Strategic Internationalization Plan 2020 (target: 2016-04-01).

Champion

Director, Internationalization Office

Partners

Director, Centre for Institutional Analysis and Planning; University Registrar; Vice President, Grenfell Campus; Vice President, Marine Institute Campus; Deans, Schools and Faculties; University Librarian; Director, Labrador Institute

Conclusion

Memorial University has long engaged in international initiatives. As it looks towards the future, its Strategic Research Intensity and Enrolment Plans propose ambitious targets which will strongly benefit from the clear direction, formal structures and processes, and equally ambitious initiatives of the Strategic Internationalization Plan 2020.

The Strategic Internationalization Plan 2020 reflects a synergistic and integrated approach for enhancing the university experience of its students both here and abroad, adding to their competencies within and beyond the normal curricula, opening a world of opportunity to the institution, its faculty members and staff at all campuses, and graduating students that will markedly distinguish themselves with respect to their peers. In other words, the Plan aims to provide strategic leadership for achieving outcomes that will have a transformative impact on the quality of Memorial University's graduates, the future and reputation of the institution, and the future of the people of the province. In doing so, this Plan will powerfully contribute to the university's vision to "... be one of the most distinguished public universities in Canada and beyond ...".

The time has come for Memorial University to think globally and to act globally ... to fulfill its strategic objectives, achieve its vision, and enhance its impact on the people of Newfoundland and Labrador.

TABLE 2
Strategic Internationalization Plan 2020
Summary of Opportunities, Actions, Champions and Deadlines

	Opportunity	Action(s)	Champion(s)	Deadline(s)
1.	Educating global citizens	<ul style="list-style-type: none"> • Provide incentives for all undergraduate students to take one credited course involving exposure to a new language, culture, religion or other international comparative perspective. • Investigate new sources of funding for study/work/research abroad opportunities. • Provide clarity in the crediting of study/work/research abroad opportunities. • Increase the number of students engaged in opportunities through the University of the Arctic. • Increase opportunities for meaningful intercultural interaction for all members of the Memorial community through training programs, events, programs, and other activities that engage dialogue about cultural difference. • Provide intercultural leadership to engage the local community in the development of cross-cultural skills through workshops, sessions and events. 	Deputy Provost, Dean SGS, VP Grenfell, VP MI, Director IO	2016-09-01 (all actions)
2.	Recruiting and retaining global human capital	<ul style="list-style-type: none"> • Urgently implement within-degree language support programs to international students for whom English is a Second Language. • Urgently increase scope and participation in the Professional Skills Development Program and the Entrepreneurship program. • Urgently review the reporting structure of Memorial University's undergraduate recruitment and conversion activities in recognition of the strategic importance of recruitment in general, and that of international recruitment in particular. • Urgently bring clarity to admission standards for every Memorial University program for both domestic and international students. • Urgently enhance student advising resources for international students on all three campuses. • Support the development of unit-level international recruitment goals at both the undergraduate and graduate levels. • Develop a sponsored student office to leverage external funding of talented graduate students from such countries as Brazil, Vietnam, China, Iraq, Libya etc which provide funding to their top scholars abroad. • Identify and evaluate all partners and processes that have a role in strategic international talent attraction, and develop plans for enhancing tried and true methods while developing new tools. • Contribute to the population growth of the province through strong post-graduation transition programming and support of welcoming community initiatives which nurture relationships between the host culture and newcomers. In particular, significantly improve settlement and integration support to international faculty, undergraduate students and graduate students and their families, especially in relation to dedicated housing, residential space, family-based housing, etc. • Significantly improve funding mechanisms for international student recruitment and transition supports, especially in the realm of dedicated scholarships. • Work with external professional accrediting bodies to help transition graduates of international programs into the province. 	Deputy Provost, Dean SGS, VP Grenfell, VP MI, Director IO, ED PE	<ul style="list-style-type: none"> • 2015-09-01 • 2016-09-01 • 2016-09-01 • 2016-09-01 • 2017-09-01 • 2017-09-01

TABLE 2 (cont'd)
Strategic Internationalization Plan 2020
Summary of Opportunities, Actions, Champions and Deadlines

3.	Enhancing the Memorial value proposition	<ul style="list-style-type: none"> • Maintain highly competitive tuition rates. • Develop promotional materials for individual target countries, sectors and themes focused on our strengths of oceans, harsh environments and enriching cultural values. • Coordinate with both internal and external stakeholders to and define outcomes for missions abroad. • Leverage international alumni to contribute to university reputation and presence through innovative programs and events. • Develop opportunities for greater partnership between the Labrador Institute and the university's campuses in appropriate international themes, such as indigenous contexts, arctic environment, etc. 	Deputy Provost, Dean SGS, VP Grenfell, VP MI, Director IO	<ul style="list-style-type: none"> • 2014-09-01 • 2015-09-01 • 2015-09-01 • 2016-09-01 • 2016-09-01
4.	Structuring for success	<ul style="list-style-type: none"> • Create an Internationalization Office, reporting to the president. • The Internationalization Office will be staffed and resourced to provide high-level expertise, contribute support and trouble-shoot for international initiatives at Memorial. • The Internationalization Office will support the creation of unit, School, Faculty and Campus plans for internationalization. • The Internationalization Office will explore, develop and maintain relations with external stakeholders and strategic international partners. • The Internationalization Office will lead the establishment the institutional policies needed to support the Strategic Internationalization plan. In particular, address two notable policy gaps: the risk management of student, staff and faculty travel abroad; and financial resourcing and incentives for international activities. • The Internationalization Office will lead the establishment of the institutional processes needed to ensure communication among units, and the effective tracking of institutional information regarding international initiatives and metrics related thereto. 	President	<ul style="list-style-type: none"> • 2015-04-01 • 2016-04-01 • 2016-04-01 • 2016-09-01 • 2017-09-01 • 2017-09-01
5.	Aiming for global impact	<ul style="list-style-type: none"> • Establish an international development projects division within the Internationalization Office, in partnership with MI International, to strengthen pan-university capacity to bid on international development projects from all campuses. • 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 opportunities, and provide leadership and support in efforts to internationalize the university and the community. • Create and communicate simplified processes for Memorial University faculty members to engage in international research projects and development projects. 	Director IO	<ul style="list-style-type: none"> • 2015-09-01 • 2016-09-01 • 2016-09-01 • 2017-01-01

TABLE 2 (cont'd)
Strategic Internationalization Plan 2020
Summary of Opportunities, Actions, Champions and Deadlines

6.	Becoming a multinational university	<ul style="list-style-type: none"> • Declare the full-degree granting status of Harlow campus , positioning Harlow in the Memorial system as a campus with full academic degree programs and supports • Develop two pilot academic programs to be delivered on-site. Explore the possibility of doing so in partnership with other institutions in the United Kingdom. • Develop a business plan for each of these two programs, including market potential, full cost of all resources (i.e., human resources, equipment, information and communication technology and software, and infrastructure including space) needed to support the delivery of the two pilot programs, return on investment, etc., obtain appropriate approvals, and implement the pilot programs. • 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. 	Provost, VP Grenfell, VP MI, Deans, Director IO, ID Harlow	<ul style="list-style-type: none"> • 2015-04-01 • 2017-09-01 • 2017-09-01 • 2017-09-01
7.	Programming for the international market	<ul style="list-style-type: none"> • Integrate an international perspective into all existing courses and programs. • Identify new markets and/or new programs for established markets. • Identify faculty champions to lead the internationalization of the curricula. • Provide supports in the form of training and incentives to faculty members engaged in academic activities aimed at internationalization of curricula. • Review, restructure and improve Memorial’s current pre-degree English Second Language pathway, in particular to provide seamless transition to degree programs and revenue in support of pan-university international activities. 	Provost, VP Grenfell, VP MI, Deans, Director IO, ID Harlow	<ul style="list-style-type: none"> • 2017-09-01 • 2015-09-01 • 2015-09-01 • 2016-04-01 • 2016-09-01
8.	Tracking progress	<ul style="list-style-type: none"> • Design, cost, obtain approval and implement updated, centralized data collection and tracking processes and systems of internationalization initiatives. • Identify suitable metrics for tracking progress in achieving the objectives of the Strategic Internationalization Plan 2020. 	Director IO	2016-04-01 (all actions)