

A line drawing of a building's dome and upper facade, featuring a flagpole with a flag on top. The drawing is positioned on the left side of the page.

*****For current information about international Relations at McGill, please visit www.mcgill.ca/international *****

Consultation Document for the Development of McGill's International Strategy

August 2015

The Foundation for McGill's International Strategy

- **Alignment with our Mission:**

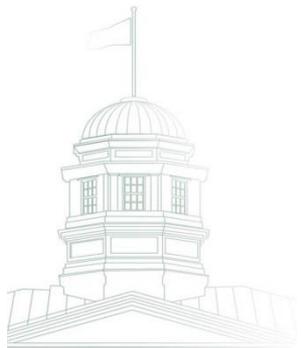
The mission of McGill University is the advancement of learning and the creation and dissemination of knowledge, by offering the best possible education, by carrying out research and scholarly activities judged to be excellent by the highest international standards, and by providing service to society.

- **Adherence to our Principles:**

In fulfilling its mission, McGill University embraces the principles of academic freedom, integrity, responsibility, equity, and inclusiveness.

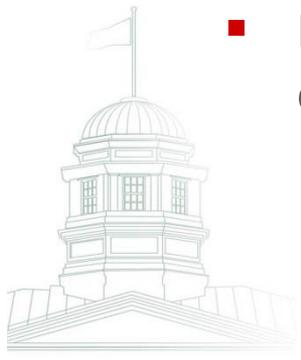
- **Responsible and Accountable Administrative Framework:**

Ensuring that the stewardship of resources for international activities is done in an effective, sustainable and responsible manner.



Prior Consultations (2013)

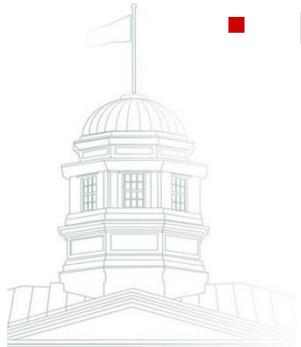
- Research and International Relations began consultation for input to develop an international strategy framework in 2013.
- Goal was to ensure that McGill remains recognized as an international leader in research discovery, teaching, and service to the community.
- The framework builds upon existing strategic initiatives:
 - The Principal's Five Priorities
 - ASAP 2012-2017: Achieving Strategic Academic Priorities
 - McGill's Strategic Research Plan (2013-2017)
- Four Pillars were identified and will be the basis for this stage of the consultation process led by the Principal.



Previous Consultation with the Community

The following units provided input during the initial consultation period:

- Office of the Provost
- Office of the Deputy Provost (Student Life and Learning)
- University Advancement
- Communications and External Relations
- Graduate and Postdoctoral Studies (GPS)
- Deans of Faculties
- Faculty Councils
- Research Advisory Council (VPRIR)
- Principal's International Advisory Board



The Four Pillars

- Pillar One: International Student Community

Top undergraduate and graduate students from around the world

- Pillar Two: International Community of Scholars

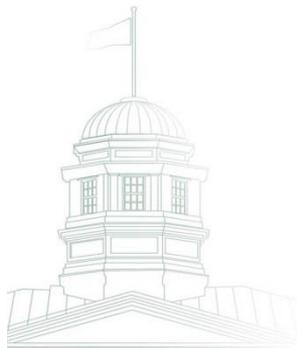
McGill's professors are recruited from the best institutions worldwide

- Pillar Three: International Research Partnerships

Extensive network of research collaborations across the world

- Pillar Four: International Presence of McGill Alumni

Engaged and connected alumni globally



SWOT ANALYSIS

Strengths

- Characteristics that give McGill an advantage over others?
- What is our value proposition, how does it differentiate with our competitors?
- What do others perceive as our strengths?

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Weaknesses

- Characteristics that place McGill at a disadvantage relative to others?
- What do our competitors do better than us?
- What do others perceive as our weaknesses?

Opportunities

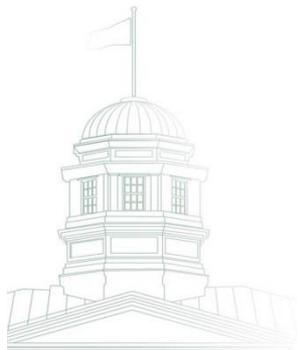
- What are the elements McGill could exploit to its advantage?
- What trends, conditions may positively impact us?

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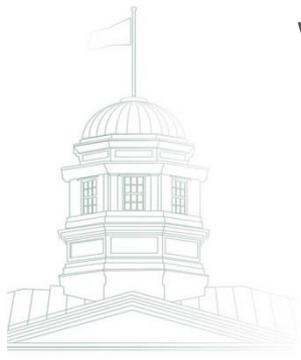
Threats

- What are the elements in the environment that could cause trouble for McGill?
- What trends or conditions may negatively impact us?



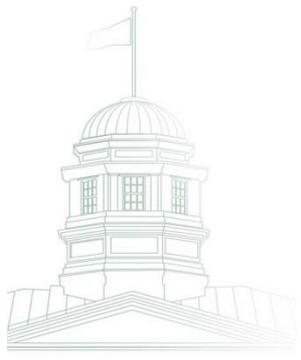
Strengths (1 of 2)

- Ranked as one of the leading universities in the world
- Finest undergraduate and graduate students from around the world
- World-class professors recruited from the best institutions worldwide
- Extensive international research collaboration
- International experience embedded in many academic programs and activities
- Institutions across the world partnering and interested in partnering with McGill



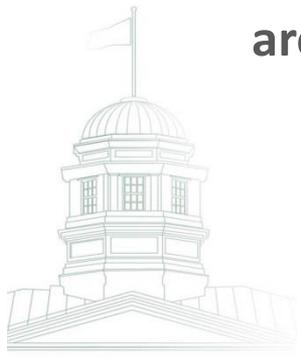
Strengths (2 of 2)

- **Canada's most international network of engaged alumni and donors**
- **Active volunteer-led alumni branches in more than 55 countries**
- **Cosmopolitan location**
- **Unique position as an English-speaking university in a predominantly French setting**



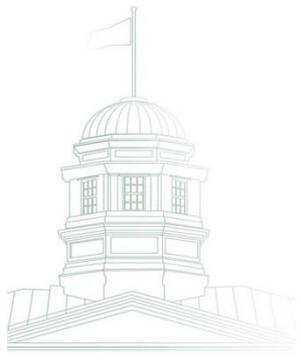
Weaknesses (1 of 2)

- **Lack of a clearly articulated vision and strategy for McGill's international presence and activities**
- **Fragmented responsibilities for international activities**
- **Absence of clear goals, benchmarks and targets in many elements of McGill's international activities**
- **Ad hoc allocation of resources to assess and/or pursue international opportunities**
- **Missed opportunities to engage international alumni in support of all areas of McGill's mission**



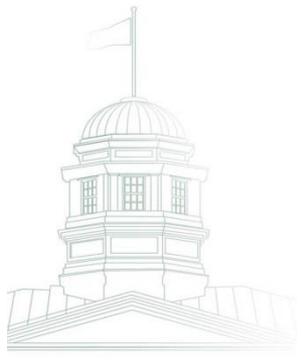
Weaknesses (2 of 2)

- Québec's funding formula creating disincentives for international recruitment
- Immigration policies being or perceived to be hurdles to the recruitment of international faculty members
- Lack of resources to support international mobility of students and explore and support international research partnerships
- Financial constraints limiting McGill's international presence among its alumni



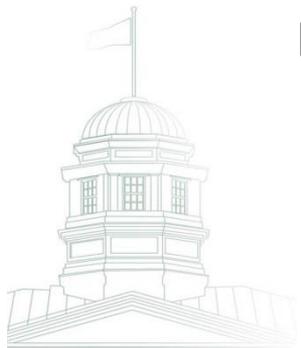
Opportunities (1 of 2)

- Further build on McGill's "brand" and strength as a university that provides an international learning environment
- Developing strategic bilateral and/or multi-partner teaching and research partnerships
- Developing a more active role in global networks
- Developing innovative global partnerships involving business and/or government sector



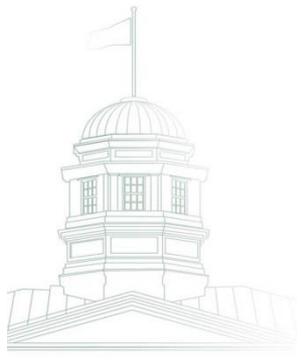
Opportunities (2 of 2)

- Internationalizing the curriculum and student's learning experience
- Increasing opportunities for students and alumni to connect and network globally
- Creating opportunities for junior faculty members to connect with their peers globally
- Expanding McGill's presence and visibility virtually, e.g. through MOOCs and other forms of on-line learning
- Increasing the level of activities on campus during the summer period, e.g. specialized summer schools, conferences, workshops



Threats (1 of 1)

- Increasing global competition in higher education sector
- Other countries investing substantially more in the internationalization of their universities
- Peer universities establishing strong footholds in key markets
- Growth in the funding gap between McGill and other top world institutions
- Decentralized nature of McGill and wide-ranging priorities among Faculties



Questions

- How important is it to our community that McGill's identity includes its international character?
- Do we have the right foundation and pillars?
- How do we build on our strengths to increase McGill's international character in today's context?
- What and where are the best opportunities for McGill, from within and outside Canada?
- Where would you see yourself ?
- What are the next steps needed to go from discussion to strategy and implementation?



Fall Consultation with the Community

- Council of Faculty Advisory Board Chairs
- Deans
- External Community Leaders
- McGill Alumni Association Executive
- Principal's International Advisory Board
- Senate
- Student Leadership
- Student Life and Learning Executive Team
- Research Advisory Council (VPRIR)

