



Memorandum

Secretariat

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TO: Senate

FROM: Ms. Edyta Rogowska, Secretary-General

SUBJECT: Open Discussion on the Future of Internationalization at McGill

DATE: November 20, 2019

DOCUMENT #: D19-17

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: Background documents and discussion questions in support of the open discussion are provided.

BACKGROUND & RATIONALE: Following a review of potential topics, the Senate Steering Committee selected to focus the November 20, 2019 Senate open discussion on the future of internationalization at McGill. A Working Group was struck to frame the open discussion.

Questions

The following questions are presented to Senate for discussion:

1. How international is McGill as a university and how is this internationalization currently expressed? How should it be expressed in the future?
2. What objectives and key activities should McGill be developing in relation to internationalization?
3. How does internationalization rank with respect to other institutional priorities? What elements / opportunities do we want to prioritize within internationalization?

PRIOR CONSULTATION: Senate Steering Committee; Senate Open Discussion Working Group

SUSTAINABILITY CONSIDERATIONS: N/A

IMPACT OF DECISION AND NEXT STEPS: Follow-up action may result from the Open Discussion.

**MOTION OR
RESOLUTION
FOR APPROVAL:** N/A

APPENDICES: Appendix A: Internationalization at McGill: “Being Open to the World”

McGill University

Internationalization At McGill

“Being Open to the World”

Office of the Provost and Vice-Principal (Academic)

November 2019

FOR SENATE OPEN DISCUSSION





Main Elements of the International Strategy Embedded in Strategic Academic Plan

- Be an institution of choice for international students and faculty
- Enrich student opportunities for global engagement
- Enhance international collaborations to support research and faculty engagement
- Project academic programming beyond traditional boundaries



Be an Institution of Choice for International Students and Faculty

- Maintain international undergraduate enrolment at 25-30%
- Maintain stable applicant pool, socio-economic diversity, and geographically dispersed student composition
- Lead in attracting graduate students from around the globe
- Place among top 10 North American research universities (AAU) for proportion of international faculty



Enrich Student Opportunities for Global Engagement

- Double proportion of undergraduate students undertaking global engagement experiences
- Increase student mobility fund to at least \$5 million
- Reduce credit transfer administrative barriers
- Expand co-tutelle programs with partner universities



Enhance international collaborations to support research and faculty engagement

- Deepen collaborative research partnerships in USA, UK, France, Germany, Japan
- Selective engagement with leading institutions in countries with particular and/or emerging research strengths



Project Academic Programming Beyond Traditional Boundaries

- Enhance innovation in academic program content and credentialing
- Expand IT-enabled remote program delivery
- Expand international institutional presence

Current Status Scan



Institution of Choice for International Students and Faculty

- Largest proportion of international degree-seeking students among U15 universities
 - 31.7% in Fall 2018
 - Undergraduate: 28.9%
 - 158 countries represented
 - No country constitutes more than 25% of international student composition
 - Ranks 3rd among 62 AAU universities with respect to international students (QS Rankings, 2019)
- One of the most diverse Faculties in Canada
 - 48% of tenure-track faculty born outside of Canada
 - 57% of tenure-track faculty obtained their Ph.D. in one of 26 countries other than Canada
 - Ranks 7th among AAU universities with respect to international faculty (QS Rankings, 2019)
- Ranks 1st among AAU universities with respect to International Outlook (THE Rankings, 2019)



Enrich Student Opportunities for Global Engagement

- 150 international student exchange partners in 40 countries, with 728 McGill students undertaking exchanges in 2017-18 academic year
- 8.4% of undergraduate students engage in credit and non-credit international experiences during McGill studies, compared to 3.1% Canada-wide
- 10 ongoing co-tutelle agreements with French and UK universities



Enrich International Research Collaborations and Faculty Engagement

- 1,029 ongoing sponsored research projects in collaboration with researchers from 99 countries, for a total value of \$410M
- USA, UK, France, and Germany are McGill's largest international research partner countries in number of sponsored collaborative projects
- Important emerging partnerships in Japan



Project Academic Programming Beyond Traditional Boundaries

- Growing delivery of programs in China
 - Medicine
 - Family Medicine, Neuroscience
 - Desautels Faculty of Management
 - Global Manufacturing and Supply Chain Management launched in 2012 in partnership with Zhejiang University
 - Now developing joint EMBA program with Zhejiang
- Development of programs in Japan
 - Longstanding MBA (Japan) program
 - Kyoto-McGill Collaborative Ph.D. program in Genomic Medicine
- Faculty of Education expanding into Asia
 - MIIE (Asia) based in Hong Kong

SWOT Analysis



McGill

	Students/Faculty Institution of Choice	Student Global Engagement	International Collaborations	Projecting Academic Programming
Strengths	<ul style="list-style-type: none"> • Institutional reputation • Demand • Geographic dispersion overall • Affordability • Location 	<ul style="list-style-type: none"> • Institutional reputation • Rich suite of exchange partners • Motivated student body 	<ul style="list-style-type: none"> • Institutional reputation • Internationally active faculty • Large international alumni base 	<ul style="list-style-type: none"> • Institutional reputation and recognition • Motivated subject matter experts
Weaknesses	<ul style="list-style-type: none"> • Geographic concentration for some programs 	<ul style="list-style-type: none"> • Bureaucratic and uncertain credit transfer system • Financial barriers • Curricular barriers 	<ul style="list-style-type: none"> • Diffusion of research activity • Visibility and promotion of activities 	<ul style="list-style-type: none"> • Business planning and risk assessment capacity • Some existing international programs underperforming
Opportunities	<ul style="list-style-type: none"> • Newly flexible tuition policy • Broader suite of self-funded, on campus professional masters and certificate programs 	<ul style="list-style-type: none"> • New federal funding for outward student mobility • Significant donor interest 	<ul style="list-style-type: none"> • China, Africa, GCC region • Japan's new global policy • Additional co-tutelle arrangements 	<ul style="list-style-type: none"> • Online programs • Off site partnerships
Threats	<ul style="list-style-type: none"> • Geopolitical instability • Currency fluctuations 		<ul style="list-style-type: none"> • Geopolitical instability 	<ul style="list-style-type: none"> • Competitive market saturation