



**Global Engagement Strategy  
2025–2030**





# Land acknowledgement

McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the “Dish with One Spoon” wampum agreement.



Global perspectives and global engagement are intrinsic to our identity and presence in Canada and the world. We believe a connected world is a “Brighter World.”

*“You cannot get through a single day without having an impact on the world around you. What you do makes a difference, and you have to decide what kind of difference you want to make.”*

– Jane Goodall

*“Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family.”*

– Kofi Annan



# Our commitment to a global future

Global challenges today know no borders, and they cannot be solved in isolation. As one of Canada’s most research-intensive universities, McMaster is uniquely positioned to make a difference. Our global stature is high:

|   |                   |
|---|-------------------|
| <b>1 in 4</b> Canadian universities in the global top 100.  | <b>1 in 4</b>     |
| <b>Top 5%</b> in the prestigious Shanghai Ranking’s Academic Ranking of World Universities (2023).  | <b>Top 5%</b>     |
| <b>4th ranked</b> Canadian university in the Times Higher Education World University Rankings (2024).   | <b>Fourth</b>     |
| <b>Top 30</b> universities in the world for global impact.  | <b>Top 30</b>     |
| <b>Canada’s leading university</b> in research commercialization with more than 330 companies created.  | <b>Leading</b>    |
| <b>1st in Canada</b> for advancements toward the United Nations’ Sustainable Development Goal 3 (SDG3): Health and Well-being (Times Higher Education Impact Rankings 2024).                  | <b>First</b>      |
| <b>Discoveries in critically important areas</b> like electric vehicles, infectious disease research, and nuclear medicine that are revolutionizing every corner of our lives and the planet. | <b>Innovation</b> |
| <b>200-plus institutional agreements</b> across 46 countries.   | <b>200+</b>       |

## A globally engaged university

At McMaster, we understand that achievements in research and scholarship cannot be realized without a commitment to advance humanity, and that diversity is a source of enrichment for us all.

We have worked strategically to attract the brightest international students, faculty, and scholars and leverage our own lived experiences to create a brighter world:

- Thousands of students and faculty annually travel abroad to learn, teach, and research, as well as for service, internships, and other immersion experiences.
- Roughly one-third of our graduate students and 15% of undergraduate students come from outside Canada. Together with staff and faculty born outside of Canada, they represent more than 100 countries spanning five different continents that now shape and enrich our campus community.

- More than 12,500 active McMaster alumni reside outside Canada in 138 countries, and many others are involved in international leadership roles from Canada.

Their unique perspectives enhance our knowledge, broaden our thinking, and equip us to navigate an increasingly globalized and connected world to find solutions that drive real global impact.

At McMaster, we believe we are all stronger when we work together.

# Planning for success

McMaster's 2025–2030 Global Engagement Strategy builds on an earlier Transformational Model that identified three important drivers of international activities across the University:

- 1. Cooperation for peaceful coexistence and mutual benefit.**
- 2. International demand for the University's expertise in research, education, and learning.**
- 3. The civic mission of the University, embodying and enabling global citizenship.**

This was followed by a year-long process of scrutinizing our University-wide structures governing global partnerships and internationalization initiatives to identify gaps and strengths.

Critical to the process was a comprehensive university-wide consultation, including a series of cross-campus townhall sessions, meetings at key leadership tables, and valuable input provided by a 16-member International Strategic Advisory Committee that includes the Deans of all six faculties as well as other high-level University leaders. We also worked hand-in-hand with our partners in Research and Recruitment to ensure our efforts are strategically aligned.

The result is an overarching institutional global engagement strategy informed by key stakeholders of the McMaster community and illuminated by the lived experience of our students, faculty and staff who regularly engage in and advance our globalization efforts and international reach.

Heeding their voices, we have deliberately eschewed a top-down approach, instead creating what we hope will be a living, breathing document that speaks to the values of our community and engages key stakeholders as collaborators and equal partners to complete this work.

## Our strategic goals

Our plan consists of seven Global Engagement Goals that align with three transformational outcomes:

**1.**  
Build a globally engaged community that thrives on diversity and inclusion.

**2.**  
Accelerate high-impact research and scholarship that spans disciplines, sectors and borders.

**3.**  
Embed institution-wide supports to promote and measure global engagement initiatives.

### Global engagement goals:

- Build a values-based, globally engaged community that promotes intercultural and cross-cultural competence.
- Create a welcoming environment that thrives from diverse, inclusive, and global perspectives.
- Identify barriers to global mobility and develop initiatives to address them.
- Integrate global learning into academic curricula and co- and extra-curricular programming.
- Tackle current and emerging global issues by elevating our partnerships into a force for social and economic development.
- Promote and empower faculty members to cultivate and strengthen international connections that lead to world-class research and teaching.
- Promote our global success stories to increase visibility, enhance reputation, and inspire long-term global engagement.



# Goal 1

Build a values-based, globally engaged community that promotes intercultural and cross-cultural competence.

## Actionable steps:

- Recognize and reward the contributions of our multicultural and transnational communities and acknowledge their unique perspectives.
- Advocate for policies and practices that ensure human rights, equity, equality and dignity for all.
- Continue to be a lead provider of educational services through partnerships, consulting, and made-at-McMaster training programs in support of Global Affairs Canada's International Education Strategy.
- Strengthen funding and support mechanisms for international students and scholars impacted by conflict, war, and human rights abuses around the world.
- Promote constructive dialogue and self-development opportunities for faculty, staff, alumni and students to help them navigate complex global and local issues. One forum for doing this is the McMaster Dialogues on Global Challenges.





## Goal 2

Create a welcoming environment that thrives from diverse, inclusive, and global perspectives.

### Actionable steps:

- Ensure academic, social and career counselling is student-centred, high-impact, holistic, and culturally and globally responsive.
- Embed diversity, equity and inclusion into all hiring and promotion, and incentivize staff and faculty to engage in activities that address biases.
- Create culturally responsive initiatives that help international students thrive.
- Widen our scope for international recruitment to include students from global regions and countries not already represented in our McMaster community.





## Goal 3

Identify barriers to global mobility and develop initiatives to address them.

### Actionable steps:

- Convene a University-wide working group to review and ensure best practices in tracking and reporting student, staff and faculty mobility.
- Strengthen the University's travel risk management and mitigation processes.
- Increase the number and diversity of students participating in McMaster's mobility programs (both inbound and outbound), with a focus on under-represented students and diversification of geographical locations.
- Tap new sources for increased internal and external funding for visiting scholars, student mobility bursaries, and fellowships and grants in support of global learning.



## Goal 4

Integrate global learning into academic curricula and co- and extra-curricular programming.

### Actionable steps:

- Support and sustain faculty efforts to internationalize the curriculum through innovative, forward-looking academic and co-curricular programs that promote a global focus.
- Expand learning and self-development opportunities for faculty members to champion global engagement in their teaching, share international points of view, and facilitate connections with local, national and international collaborators.
- Explore and communicate new avenues for seed funding that will enable members of the McMaster community to realize global learning initiatives.
- Enable individual faculties/departments to build internal capacity and readiness to support and respond to internationalization and global engagement. This includes leveraging international partnerships of the McMaster Library, the McMaster Museum, Nuclear Reactor and many others.
- Enhance our systems to celebrate and reward members of our community who are advancing global learning in their teaching and service.
- Create campus-wide opportunities for cross-faculty dialogue to facilitate knowledge dissemination and foster interdisciplinary international interactions.





## Goal 5

Tackle current and emerging global issues by elevating our partnerships into a force for social and economic development.

### Actionable steps:

- Leverage the rich, multi-dimensional strengths of our institution to initiate and pursue collective-action solutions to contemporary world problems in support of the University's Global Research strategy.
- Spearhead at least five large-scale, high-impact international collaborations that maximize McMaster's global impact in research, educational exchange/curricular development, or service. The first of such major collaboration is the International Youth Internship Program funded by Global Affairs Canada.
- Advance McMaster's objectives toward achieving United Nations' Sustainable Development Goals by increasing participation in high-profile international forums and improving measurements to track and communicate our progress.
- Partner with Indigenous members of the McMaster and broader community to identify new – and expand existing – global opportunities that address the lived experiences of Indigenous peoples.
- Cement McMaster's global stature and promote dialogue on shared local and global challenges by ensuring our list of McMaster Experts is up-to-date and enriched with details about our international efforts.





## Goal 6

Promote and empower faculty members to cultivate and strengthen international connections that lead to world-class research and teaching.

### Actionable steps:

- Expand funding available through the University's existing grant mechanisms to stimulate new international research and teaching partnerships that align with the University's Global Research Strategy.
- Ensure the success of complex international partnerships by facilitating approvals and providing key administrative support.
- Incentivize academic and research faculty, including early career researchers, to engage in international activities by ensuring the value of these activities is recognized in the University's merit, tenure and promotion policies.
- Empower faculty by providing seminars and workshops with funders, information about international grant opportunities, and access to local, national and global connections.
- Ensure student research contributions from the undergraduate to PhD level are seamlessly and effectively integrated into McMaster's global research agenda, collaborations, and individual Faculty priorities through initiatives such as the OIA Research Internship Program.
- Foster interdisciplinary international interactions.





## Goal 7

Promote our global success stories to increase visibility, enhance reputation, and inspire long-term global engagement.

### Actionable steps:

- Leverage existing platforms (i.e. Research Impact newsletter) and resources, including new digital strategies, to engage international audiences, build community and promote international initiatives, partnerships and recruitment.
- Expand opportunities to engage alumni, parents, scholars and donors around the world to learn about McMaster's work on global issues and act as global ambassadors for the University.
- Expand the participation of faculty and staff in the McMaster Global Ambassador Program.
- Create new fundraising avenues to mobilize our international community to become collaborators and equal partners in our mission to create a truly global university.





## Achieving our goals

Global engagement is a foundation of McMaster's strategic activities and a core mission of the University's Office of International Affairs (OIA).

The plan we have created supports the vision and goals of McMaster's Institutional Priorities and Strategic Framework 2021-2024, the McMaster Global Engagement Model, and other key institutional strategies. It is meant to be a guiding framework for McMaster's global engagement initiatives at all levels of the University, spurring individual faculties and departments to take the lead in developing innovative efforts,

processes, programming, and organizational structures that enrich our connections with the wider world, ensure a global educational experience for all students, and strengthen our scholarship and research at home and abroad. These initiatives will be guided and supported by action plans developed collaboratively by OIA and stakeholders across the university.

Our plan for the next five years heralds an ambitious new chapter in the realization of McMaster's global engagement promise and commitment.

It will require the support and engagement of faculty, students, staff, alumni and scholars across the University and around the world. It will celebrate our global engagement achievements, refocus our future efforts, and strategize our partnership choices.

Most of all, it will command us all to think about our impact locally, nationally and globally, and meet aspirations with action to pursue our ideas wherever they take us.

