

November 12, 2024

Dear Applicant,

Re: Your request for access to information under Part II of the **Access to Information and Protection of Privacy Act, 2015** (IPGS/051/2024)

On June 4, 2024, the Department of Immigration, Population Growth and Skills received your request for access to the following records:

All emails sent/received by the Minister, Deputy Ministers, and Assistant Deputy Ministers re Memorial University from January 1, 2024, to present.

I am pleased to inform you that a decision has been made by the Department of Immigration, Population Growth and Skills, (IPGS), to provide access to some of the information requested. The remaining information has been exempted from disclosure pursuant to the **Access to Information and Protection of Privacy Act, 2015** (the Act) to include:

Cabinet Confidences

27. (1) In this section, "cabinet record" means **(h)** a record created during the process of developing or preparing a submission for the Cabinet; **(2)** The head of a public body shall refuse to disclose to an applicant **(a)** a cabinet record;

Policy advice or recommendations:

29(1) The head of a public body may refuse to disclose to an applicant information that would reveal **(a)** advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister;

Disclosure harmful to law enforcement

31(1) The head of a public body may refuse to disclose information to an applicant where the disclosure could reasonably be expected to **(l)** reveal the arrangements for the security of property or a system, including a building, a vehicle, a computer system or a communications system;

Disclosure harmful to intergovernmental relations or negotiations

34(1) The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to **(a)** harm the conduct by the government of the province of relations between that government and the following or their agencies: **(i)** the government of Canada or a province;

Disclosure harmful to the financial or economic interests of a public body:

35(1) The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose **(d)** information, the disclosure of which could reasonably be expected to result in the premature disclosure of a proposal or project or in significant loss or gain to a third party; **(g)** information, the disclosure of which could

reasonably be expected to prejudice the financial or economic interest of the government of the province or a public body;

Disclosure harmful to personal privacy:

40(1): The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party's personal privacy.

Please be advised the following pages have been redacted in their entirety under the following exceptions, under the Act:

Pages Redacted	Sections ATIPPA, 2015
1-7	27(2)(a), 27(1)(h)
8-10	27(2)(a), 27(1)(h)
11-14	27(2)(a), 27(1)(h)
17-19	29(1)(a)
21-23	29(1)(a)
25-26	29(1)(a)
60-72	34(1)(a)(i)
73-79	34(1)(a)(i)

Please be advised that you may ask the Information and Privacy Commissioner to review the processing of your access request, as set out in section 42 of **the Access to Information and Protection of Privacy Act, 2015** (the Act) (a copy of this section has been enclosed for your reference). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner.

The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
 2 Canada Drive
 P. O. Box 13004, Stn. A
 St. John's, NL. A1B 3V8

Telephone: (709) 729-6309
 Toll-Free: 1-877-729-6309
 Email: commissioner@oipc.nl.ca

You may also appeal directly to the Supreme Court within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act (a copy of this section has been enclosed for your reference).



Government of Newfoundland and Labrador
Department of Immigration, Population Growth and Skills

If you have any further questions, please contact me via email at ATIPP-IPGS@gov.nl.ca.

Sincerely,

Asia Bazzocchi

Asia Bazzocchi
IPGS ATIPP Coordinator

Access or correction complaint

42. (1) A person who makes a request under this Act for access to a record or for correction of personal information may file a complaint with the commissioner respecting a decision, act or failure to act of the head of the public body that relates to the request.

(2) A complaint under subsection (1) shall be filed in writing not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16 (2).

(3) A third party informed under section 19 of a decision of the head of a public body to grant access to a record or part of a record in response to a request may file a complaint with the commissioner respecting that decision.

(4) A complaint under subsection (3) shall be filed in writing not later than 15 business days after the third party is informed of the decision of the head of the public body.

(5) The commissioner may allow a longer time period for the filing of a complaint under this section.

(6) A person or third party who has appealed directly to the Trial Division under subsection 52 (1) or 53 (1) shall not file a complaint with the commissioner.

(7) The commissioner shall refuse to investigate a complaint where an appeal has been commenced in the Trial Division.

(8) A complaint shall not be filed under this section with respect to

(a) a request that is disregarded under section 21 ;

(b) a decision respecting an extension of time under section 23 ;

(c) a variation of a procedure under section 24 ; or

(d) an estimate of costs or a decision not to waive a cost under section 26 .

(9) The commissioner shall provide a copy of the complaint to the head of the public body concerned.

Direct appeal to Trial Division by an applicant

52. (1) Where an applicant has made a request to a public body for access to a record or correction of personal information and has not filed a complaint with the commissioner under section 42, the applicant may appeal the decision, act or failure to act of the head of the public body that relates to the request directly to the Trial Division.

(2) An appeal shall be commenced under subsection (1) not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16 (2).

(3) Where an applicant has filed a complaint with the commissioner under section 42 and the commissioner has refused to investigate the complaint, the applicant may commence an appeal in the Trial Division of the decision, act or failure to act of the head of the public body that relates to the request for access to a record or for correction of personal information.

(4) An appeal shall be commenced under subsection (3) not later than 15 business days after the applicant is notified of the commissioner's refusal under subsection 45 (2).

From: Williams, Gabriel
Sent: Monday, February 5, 2024 11:19 AM
To: Norman, Katie
Subject: RE: One-pager International Student Program
Attachments: [REDACTED]

[29\(1\)\(a\), This is a DRAFT Document; for the final version please see pgs. 28 to 29](#)

Hi Katie,

[29\(1\)\(a\)](#)

I note that IRCC's recent data shows NEW SP applications, and excludes SP extensions, so it is difficult to get the full picture. I will refer this matter to EDU and we will ask IRCC for this additional data point.

If this One-Pager is in HPRM, I could not find it to update it.

Gabe

From: Tompkins, John <jtompkins@gov.nl.ca>
Sent: January 31, 2024 10:17 AM
To: Norman, Katie <KatieNorman@gov.nl.ca>; Harding, Ryan D <RyanDHarding@gov.nl.ca>; Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: One-pager International Student Program

Thanks Katie, I've made a few suggested edits in track changes.

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Wednesday, January 31, 2024 10:03 AM
To: Tompkins, John <jtompkins@gov.nl.ca>; Harding, Ryan D <RyanDHarding@gov.nl.ca>; Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: One-pager International Student Program

Colleagues,

I have made some edits to this document to reflect input from Minister. Please review and let me know if you have any suggested changes.

Thanks,
Katie

From: Tompkins, John <jtompkins@gov.nl.ca>
Sent: Tuesday, January 30, 2024 3:55 PM
To: Byrne, Gerry <GerryByrne@gov.nl.ca>
Cc: Chaytor, Kerry <KerryChaytor@gov.nl.ca>; Harding, Ryan D <RyanDHarding@gov.nl.ca>; Norman, Katie <KatieNorman@gov.nl.ca>
Subject: One-pager International Student Program

Minister, as requested. Thanks to Katie and Gabriel for pulling this together.

John Tompkins
Director of Communications

Department of Immigration, Population Growth and Skills

(709) 729-0753 (o) 728-7762 (c)

jtompkins@gov.nl.ca

From: Stone, Karen
Sent: Wednesday, February 7, 2024 4:35 PM
To: Byrne, Gerry
Subject: One-Pager - Quick Facts International Student Program - February 2024.DOCX
Attachments: [REDACTED]

[29\(1\)\(a\), This is a DRAFT document; for the final version see pgs. 28 to 29](#)

[REDACTED] [29\(1\)\(a\)](#)

From: Williams, Gabriel
Sent: Friday, March 1, 2024 8:40 AM
To: Norman, Katie
Subject: FW: update [For this attachment, please see pgs. 28 to 29.](#)
Attachments: One-Pager - International Student Program and Allocations - February 2024.docx, [REDACTED]

[29\(1\)\(a\), this is a DRAFT document; for the final version please see pgs. 30 to 31](#)

Hi Katie,

[29\(1\)\(a\)](#)

Updated the one-pager John attached, [REDACTED]. Let me know if you'd like me to send these over.

Thanks,

Gabe

From: Tompkins, John <jtompkins@gov.nl.ca>
Sent: February 29, 2024 2:11 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>; Harding, Ryan D <RyanDHarding@gov.nl.ca>
Subject: update

Please review to see if updates are required. Thanks.

John Tompkins
Director of Communications
Department of Immigration, Population Growth and Skills
(709) 729-0753 (o) 728-7762 (c)
jtompkins@gov.nl.ca

From: Williams, Gabriel
Sent: Friday, March 1, 2024 9:04 AM
To: Tompkins, John, Norman, Katie
Cc: Harding, Ryan D
Subject: RE: update
Attachments: One-Pager - Quick Facts International Student Program - March 1 2024.docx, One-Pager - International Student Program and Allocations - March 2024.docx

Good morning John,

I updated the Quick Facts one-pager and also attached an updated deeper look into the allocations / approvals and applications.

Let me know if you need further information.

Gabe

From: Tompkins, John <jtompkins@gov.nl.ca>
Sent: February 29, 2024 2:11 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>; Harding, Ryan D <RyanDHarding@gov.nl.ca>
Subject: update

Please review to see if updates are required. Thanks.

John Tompkins
Director of Communications
Department of Immigration, Population Growth and Skills
(709) 729-0753 (o) 728-7762 (c)
jtompkins@gov.nl.ca

International Student Program Application Cap March 1, 2024

- Canada has capped college/undergrad study permit applications at 400,000 for 2024.
 - 60 per cent of applications are expected to be approved (240,000 study permits).
 - This cap is planned to be in place for two years.
- News release announcing this cap committed to a population-based allocation:
 - “In the spirit of fairness, individual provincial and territorial caps have been established, weighted by population, which will result in much more significant decreases in provinces where the international student population has seen the most unsustainable growth.”
 - Minister Miller has echoed this sentiment in many media interviews.
- IRCC has proposed a cap of 2,365 application spaces for NL in 2024.
 - A 60 per cent approval rate would result in 1,419 college/undergrad permits for NL.
 - In 2023, IRCC approved 1,187 college/undergrad permits for NL.¹
 - The cap, with a 60 per cent approval rate, allows for 10 per cent growth.
 - IRCC has confirmed a per capita allocation would have resulted in 147 per cent growth for NL.
 - Minister Miller has decided to cap growth in study permits in each province at 10 per cent, for those who historically had less than a per capita share.
 - IPGS estimates a per capita allocation would have resulted in 8000-8100 spaces.

Clarification of Numbers in Incoming Correspondence from Minister Miller

Year	Total Number of International Study Permits (K-12, College, Undergrad, Masters and PhD)	Total Number of International Study Permits (K-12, Masters and PhD)	Inferred Number of International Study Permits (College and Undergrad)
2021	2,411	~1,200	~1,200
2022	2,806	~1,600	~1,200
2023	3,218	~1,900	~1,300

- The potential 10 per cent growth outlined by IRCC is based on 60 per cent of all applications being approved. NL has not achieved a rate of 60 per cent in the recent past. At a 46 per cent approval rate under the proposed cap (average undergraduate / college approval rate 2017-2023), NL’s non-exempt admissions would decrease to 1,088 in 2024 from 1,187 in 2023.
- Given NL’s 46 per cent average approval rate from 2017-2023, we would need 3,292 application spaces to reach 1,419 approvals in 2024.

Number of new Study Permit Applications (Excluding Extensions) Received / Approved by IRCC and CBSA between January 1, 2017 and December 31, 2023

Year	2017	2018	2019	2020	2021	2022	2023	Total
Received	1,784	2,057	2,912	2,014	3,879	3,652	4,457	20,755
Approved	1,030	1,169	1,474	598	1,902	2,072	2,158	10,403

¹ Source: updated data package provided by IRCC February 13. During a call on February 12, IRCC noted 1,290 permits issued at the college / undergraduate level in 2023, differing from the 1,187 noted in data package.

Percent approved	57.7%	56.8%	50.6%	29.7%	49%	53.4%	48.4%	50.1%
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Number of new Study Permit Applications (Excluding Extensions) for College and Undergraduate (i.e. NO EXEMPTIONS), Received / Approved by IRCC and CBSA between January 1, 2017 and December 31, 2023

Year	2017	2018	2019	2020	2021	2022	2023	Total
Received	1,135	1,281	2,031	1,327	2,680	2,195	2,754	13,403
Approved	656	714	957	349	1,164	1,138	1,187	6,165
Percent approved	57.7%	55.7%	47.1%	26.2%	43.4%	51.8%	43.1%	46.0%

Overview of Changes to International Student Program March 2024

- Canada has announced changes to the International Student Program aimed at eliminating “puppy mills” that charge high international student tuition without providing adequate student supports. IRCC also hopes these changes will help cool Canadian housing markets.
- Previously, Canada did not limit the number of visas issued. IRCC argues universities and colleges made up for funding shortfalls from provincial budget cuts by admitting high numbers of international students and charging them exorbitant tuition rates.
- The situation elsewhere in Canada is not the situation in NL:
 - NL has robust oversight of MUN, CNA and private colleges, including a **Private Training Institutions Act** and train-out fund [REDACTED] 29(1)(a), 34(1)(a)(i)
 - NL welcomes less than a per capita share of international students. In 2022, NL had ~5,300 international students, which is ~3,600 less than a per capita share. If distributed equally, NL would have had almost 8,900 international post-secondary students in 2022.
- Only university undergraduate and college study permits will be subject to the cap; master’s and PhD programs, among others to be announced, are exempt from this exercise. The cap is likely to lead to decreases in international students in ON, BC, NS and AL.
- This year, IRCC is capping the total number of study visa applications accepted for processing at 600,000, and the total number of cap-applicable permits to be limited to 400,000. Each PT is expected to receive a per capita share of this cap. Approx 60 per cent of applications, or 240,000, are expected to be approved. No PT is guaranteed a set number of approvals.
 - Based on the 400,000 expected study permit applications, provided by IRCC on February 21, NL would have expected to receive 5,360 application spaces to divide among all institutions.
 - If 60 per cent of these applications are approved, 3,2160 new international students would be approved for NL. In 2022, ~3,000 study permits were approved for NL.
 - As of December 31, 2022, NL had 5,315 post-secondary study permit holders.
- Like all PTs, NL will have to issue ‘attestation letters’ for each visa application.
- IRCC has proposed a cap of 2,365 application spaces for NL in 2024.
 - A 60 per cent approval rate would result in 1,419 college/undergrad permits for NL.
 - There is no guarantee that 60 per cent of all NL attested applications will be approved.
 - CNA reported that in 2023, for every 2.2 Letters of Acceptance (LOAs) issued to prospective students, only 1 student arrived, which is an improvement from 2021 when only 1 in every 5.3 prospective students arrived. This gap is due in part to study visa refusals by IRCC, students applying to multiple institutions and other factors.
- Given NL’s 46 per cent average approval rate from 2017-2023, we would need 3,292 application spaces to reach 1,419 approvals in 2024.
- Canada is also restricting access to Post-Graduate Work Permits for international students at private colleges. [REDACTED] 29(1)(a), 35(1)(d)
- NL has a robust post-secondary oversight system and should not be adversely impacted by the bad actions of others. [REDACTED] 29(1)(a), 34(1)(a)(i)

- CNA, MUN and private colleges must carefully select individuals under the cap before requesting attestation letters. It is also incumbent upon institutions to submit the best candidates for attestation; LOAs should not be issued to anyone who shows interest.
- Canada must introduce a mechanism to ensure the gap between LOA and arrival number does not disadvantage NL.

29(1)(a), 34(1)(a)(i)

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From: Tompkins, John
Sent: Monday, March 25, 2024 9:29 PM
To: Byrne, Gerry
Cc: Harding, Ryan D
Subject: CRI announcement
Attachments: BN-2023-0204 Decision Note - Memorial University of Newfoundland and Labrador Grenfell Campus - Labour Market Partnership ~ Signed(2).PDF

Good evening, Minister - attached is the briefing note with details on what CRI plans to do with the funding. I believe I have their proposal, which I will also send along. We can get more detail for you in the morning if you require it.

Sent from my iPhone

Decision/Direction Note
Department of Immigration, Population Growth and Skills

Title: Centre for Research and Innovation's (CRI) Labour Market Partnership Proposal

Decision/Direction Required:

- Whether to approve \$634,618, over a three-year period, for Memorial University of Newfoundland and Labrador's Grenfell Campus (MUN Grenfell) to support the CRI's Labour Market Partnerships proposal to develop and implement micro-credential and certificate programming.

Background and Current Status:

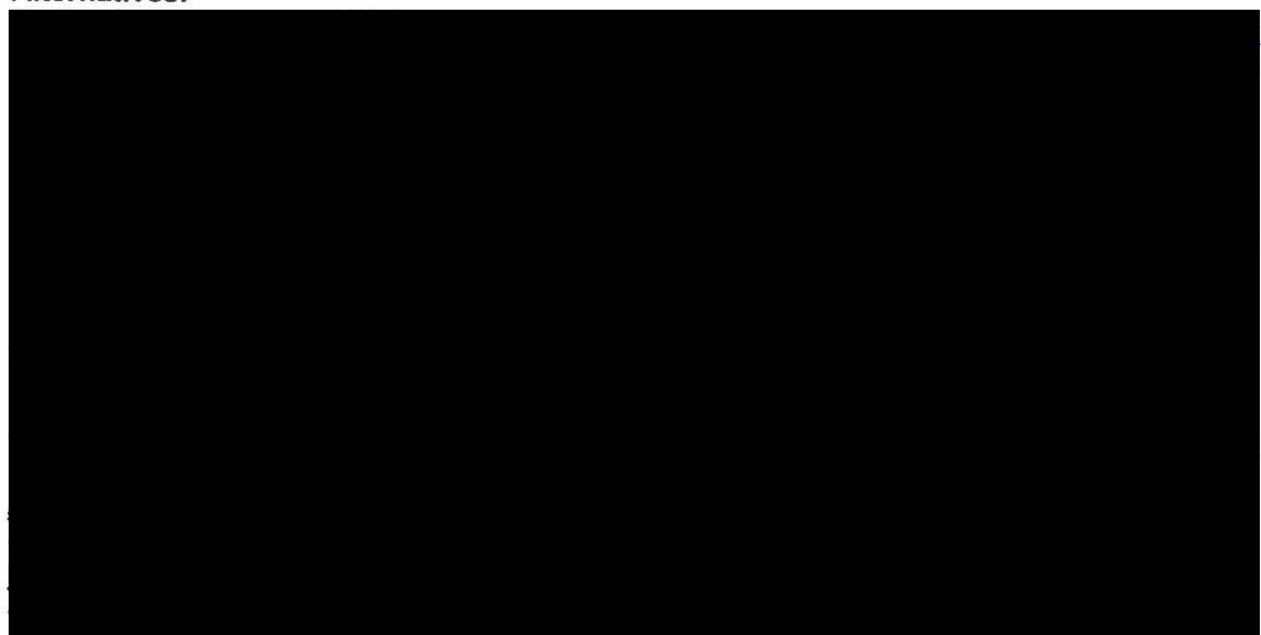
- The CRI is a partnership between MUN Grenfell, College of the North Atlantic (CNA), and Corner Brook Pulp and Paper (CBPPL). The creation of CRI was funded by ACOA, IET, IPGS, Corner Brook Pulp and Paper; Emera; and the City of Corner Brook.
- CRI is a multi-dimensional collaborative initiative that supports applied research, teaching, and learning in multiple areas, with an emphasis on bio, green, and circular economies; entrepreneurship across all sectors of the western regional economy; and traditional and digital technology adoption in the western regional economy.
- MUN Grenfell, on behalf of the CRI, has submitted a proposal for a three-year project focused on developing and implementing micro-credential and certificate programming to meet technologically oriented shortages in the province's labour force. The proposal is consistent with CRI's mandate to foster economic development in the western region through innovation in educational content and delivery.

Analysis:

- From the April 2023 report for the Future Skills Centre, **Employer and Employee Perceptions of Micro-Credentials:**
 - “Given the ongoing and anticipated pace of change in Canada's labour market, skills recognition will play an increasingly important role within the skills development ecosystem. Micro-credentials are expected to play a major role in the future of skills training and education. Their short duration makes them essential tools for workers who wish to enter a new professional field or advance in their existing career path, but who lack the time to pursue a multi-year degree program.”
- CRI intends to complete the following activities during the three-year proposed project:
 - Work with stakeholders to identify programming needs, in addition to the ones already identified such as rapid prototyping, 3D printing and design, robotics design, principles of computer-assisted design, Computer Numeric Control (CNC) design and manufacturing;
 - Develop a sustainability plan in consultation with Grenfell Campus Extended Learning;
 - Recruit and collaborate with instructors on the development of stackable micro-credentials that will contribute to the satisfaction of new certificates for academic credit or professional training to be offered by Grenfell;
 - Manage the process of micro-credential and certificate approval and recognition by all stakeholders (e.g., employers, academic institutions);
 - Manage the creation of marketing, both within and outside of post-secondary institutions, to help ensure that targeted groups avail of the programming offered.

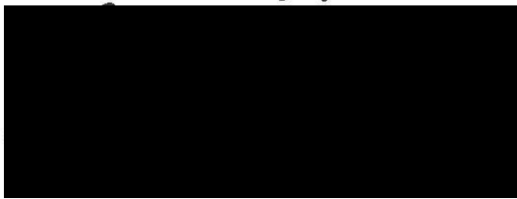
- The project proposes to develop and deliver eight micro-credentials and four certificates over a three-year period with at least 35 per cent of participants deriving from identified under-represented groups in the labour market.
- The human resources identified to advance the project include a Project Coordinator, as well as course instructors and student support.
- The project has identified the following confirmed or prospective partners: City of Corner Brook; CBPPL; Qalipu First Nation; techNL; econext; TradesNL; Greater Corner Brook Board of Trade; Association for New Canadians (prospective); and Newfoundland and Labrador Forest Industry Association (prospective).
- To ensure the delivery of the micro-credentials once the project ends, CRI will work with MUN Grenfell during the first year of the project to develop and implement a fee structure and payment system along with a sustainability plan. Further courses will be developed or revised based on stakeholder feedback in the second and third years, with the financial management sustainability plan to be implemented in year three to ensure participant and instructor management can continue seamlessly upon completion of the project.
- The estimated cost for the initiative is \$934,216, of which \$634,618 is requested from the department over a three-year period. Annex A outlines proposed distribution of this budget. Funding is available under the Labour Market Partnerships Program and funding is available under the LMMA.

Alternatives:



29(1)(a)

Prepared/Approved by: S. Geck /L. Hann /H. Craniford/S. Jones/K. Stone
Ministerial Approval: Received from Hon. Gerry Byrne



s. 40 (1)

December 14, 2023
 Annex A – Budget Details

Annex A – Budget Details

Organization	Cash Contribution	In-Kind Contribution
	Over 3 years	
IPGS	\$ 634,618	
Grenfell Campus	\$ 3,159	\$ 90,000
CBPPL*		\$ 206,439
TOTALS	\$ 637,777	\$ 296,439

*As the CRI is maintained by CBPPL (at 1 Mill Road in Corner Brook), in-kind funding for Operating Expenses includes the provision of security, maintenance, waste management, electricity, cleaning, and snow clearing.

Funding Category	Year 1	Year 2	Year 3	3-year Total	IPGS Request
PROGRAM DELIVERY					
Salaries/ Coordinator					
Salaries/ Course Remissions					
Paid Student Support					
MERC					
Other HR Benefits					
Workers Comp.					
OPERATIONAL / PROJECT					
Professional Fees					
Honoraria	\$ 3,000	\$ 3,000	\$ 3,000	\$ 9,000	\$ 9,000
Staff Training & Development	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000	\$ 15,000
Equipment	\$ 15,000	\$ 5,000	\$ 5,000	\$ 25,000	\$ 25,000
Equipment Repairs	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000	\$ 15,000
Facility Lease	\$ 40,500	\$ 40,500	\$ 40,500	\$ 121,500	\$ 0
Advertising and Promotion	\$ 6,000	\$ 6,000	\$ 6,000	\$ 18,000	\$ 18,000
Office Supplies	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000	\$ 15,000
Resource Materials	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000	\$ 15,000
Travel	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000	\$ 15,000
Other Operational/ Project Costs	\$ 58,313	\$ 58,313	\$ 58,313	\$ 174,939	\$ 0

40(1)

EXCEPTIONAL					
Leasehold Improvements	\$ 5,000	\$ 0	\$ 0	\$ 5,000	\$ 5,000
Postage and Courier	\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000	\$ 3,000
Telephone / Fax / Internet	\$ 2,400	\$ 2,400	\$ 2,400	\$ 7,200	\$ 7,200
Furniture	\$1,000	\$ 0	\$ 0	\$ 1,000	\$ 1,000
Printing	\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000	\$ 3,000
Conference Registration / Attendance Fees	\$ 300	\$ 300	\$ 300	\$ 900	\$ 900
TOTAL	\$ 320,191	\$ 306,059	\$ 307,966	\$ 934,216	\$ 634,618

40(1)

In-kind Funding	Year 1	Year 2	Year 3	Total
Grenfell Campus Administrative Support				
Grenfell Faculty Support	\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000
Operating Expenses - CBPPL	\$ 28,313	\$ 28,313	\$ 28,313	\$ 84,939
Building Lease - CBPPL	\$ 40,500	\$ 40,500	\$ 40,500	\$121,500
TOTAL				

From: Tompkins, John
Sent: Monday, March 25, 2024 9:30 PM
To: Byrne, Gerry
Cc: Harding, Ryan D
Subject: CRI proposal
Attachments: CRI_Labour_Market_Partnerships_Project_Proposal (1).pdf

And here is a copy of the proposal.

Sent from my iPhone

Centre for Research and Innovation: Development and Delivery of Labour-Market Focused Programming

PROPOSAL PREPARED FOR THE DEPARTMENT OF
IMMIGRATION, POPULATION, GROWTH AND SKILLS' LABOUR
MARKET PROGRAMS SUPPORT SYSTEMS FUND

Centre for Research and Innovation
1 Mill Rd., Corner Brook, NL, Canada, A2H 6J4
Tel: 709 639-5656
www.grenfell.mun.ca

DETAILED PROJECT DESCRIPTION TO SUPPLEMENT THE ONLINE FORM

Executive Summary

The Centre for Research and Innovation (CRI) is a partnership between Grenfell Campus MUN, College of the North Atlantic (CNA), and Corner Brook Pulp and Paper (CBPPL). Funded by ACOA, GovNL's Department of Industry, Energy, and Technology and Department of Immigration, Population Growth and Skills, Corner Brook Pulp and Paper, Emera, and the City of Corner Brook, it is a multi-dimensional collaborative institution that supports:

- Applied research, teaching, and learning in multiple areas, with an emphasis on bio, green, and circular economies
- Entrepreneurship across all sectors of the western regional economy
- Traditional and digital technology adoption in the western regional economy

GovNL's *Way Forward: On Technology* recognises the need for new educational programming that focuses on current and future workers' abilities to meet technologically-oriented shortages in the NL labour force. In keeping with its mandate to foster economic development in the western region through innovation in educational content and delivery, the CRI proposes to develop and implement micro-credential and certificate programming that targets skills gaps related to the sectors identified above.

The CRI is uniquely positioned to deliver this training due to the following strategic capabilities:

- It is a highly accessible, public-facing facility designed to bring together expertise and resources in post-secondary education, government, industry, trade associations, Indigenous groups, and various community advocacy organizations to foster innovation. Through this network, it can draw on multiple sources of theoretical and practical expertise and experience to develop effective employment-oriented programming that reaches user groups including: (i) post-secondary students preparing to enter the workforce; (ii) under-employed workers who seek practical knowledge and skills recognised by industry; (iii) those in the workforce looking to upskill for their current employer.
- It possesses excellent physical infrastructure including:
 - Two makerspaces equipped with cutting edge tech for carpentry, metal-working, computer-assisted design, 3D printing, robotics, digital arts, electronics, and more
 - Designated spaces equipped for both in-person and virtual teaching and learning, co-working, and collaboration.
- As part of the MUN Community Hubs initiative, it has a ready network of rural access points throughout the province through which it can deliver programming remotely to a wider group of users.
- As a hybrid educational facility with a mission to foster economic development through education and research, it has the advantage of having access to all of

the above without the restrictions that often come with being fully integrated with an academic institution. This hybrid composition also allows CRI to leverage the resources of post-secondary institutions and other partners while maintaining a degree of independence. The design of the CRI allows it to be more nimble and targeted in its program development, and can draw on a wider array of experts – especially as related to the labour market – than traditional university research programs that are often tied to the particular interests of individual researchers as opposed to labour market driven needs.

Given the above, as per the accompanying budget document, the CRI requests \$634,618.00 over a three-year period to establish this initiative. While much of the infrastructure is already in place, funding is requested for:

- Wages for a Program Coordinator and course instructors
- Support for program offerings, including minor consumables and capital costs.

It is recognised that the CRI has already benefited from significant assistance from its provincial and federal funders. This additional funding will allow it to fully leverage this support to provide a substantially greater economic and social return on that investment.

The Need for Labour Market Focused Micro-Credential and Certificate Programming in the Western Region

As mentioned, GovNL's *Way Forward: On Technology* highlights the need for educational programming that will allow current and future workers to meet the demands of a rapidly-changing labour market:

As industries shift toward digitization and technology, digital and technical skills will increasingly be in high demand. At present, Newfoundland and Labrador has the second-lowest STEM (science, technology, engineering, and math) enrollment rate in Atlantic Canada, while Memorial University's computer science program graduates fewer than 30 undergraduates a year. These trends are likely to be compounded by advances in technology and automation, leading to a fundamental transformation of the labour market over the next decade.

This does not mean that automation will eliminate jobs altogether; instead, it is likely that there will be a growing demand for jobs that complement the work of machines and require well-developed soft skills such as demonstrating emotional intelligence, interacting with diverse stakeholders, managing teams, and developing creative solutions. Such skills are critical for many occupations in healthcare, social care, and education – fields where the Province is likely to face a short supply of labour.

Present and future growth depends upon these workers accessing the training that prepares them for the increasingly crucial role innovation – especially in, but not limited to – technology is playing in myriad sectors of our economy. By developing training opportunities in conjunction with private and not-for-profit sector partners, the proposed programming will help ensure that training is targeted to the province’s labour market needs, now and into the future. GovNL has appealed to its post-secondary institutions to help ensure the province meets this goal; this proposal is a response to that call.

The 2019 *Economic Growth Strategy for Newfoundland and Labrador: Recommendations to the Government of Newfoundland and Labrador* identified an important challenge in this regard: a misalignment between current and future requirements of the provincial labour market and the skills and qualifications provided by existing programs for current and potential workers. This mismatch hinders the growth of the economy. The CRI can help address this problem by providing the proposed targeted skills training that will allow the western region’s employers and employees to take advantage of the many opportunities arising in these areas. By developing training opportunities in conjunction with private and not-for-profit sector partners, the proposed programming will help ensure that training is targeted to the province’s labour market needs, now and into the future. The flexible micro-credentialing, which participants may choose to combine with more in-depth full credit courses, will allow participants to acquire both the “hard” technological skills (e.g., digital design and manufacturing), as well as “soft” skills such as emotional intelligence, teamwork, and creative thinking to fully engage in the labour market of tomorrow.

Curriculum and Materials Development

Working with and reporting to CRI leadership, the Program Coordinator will engage with stakeholders in industry (e.g., CBPPL), trade and business associations (e.g., the Newfoundland and Labrador Forestry Industry Association, Navigate, Trades NL, TechNL, Econext, the Greater Corner Brook Board of Trade) Indigenous organizations (e.g., Qalipu), faculty and staff from Grenfell and CNA, and other research bodies (e.g., Newfoundland and Labrador Workforce Innovation Centre) over a three-year period to develop and implement targeted programming that will equip today’s employers and employees for tomorrow’s workforce needs.

In Year 1 the Program Coordinator will:

- Work with stakeholders to identify programming needs.
- Recruit and then collaborate with instructors on the development of stackable micro-credentials that, on their own or in tandem with courses offered through

Grenfell and CNA, will contribute to the satisfaction of new certificates for academic credit or professional training to be offered by Grenfell.

- Manage the process of micro-credential and certificate approval and recognition by all stakeholders ((e.g., employers, academic institutions).
- Manage the creation of marketing, both within and outside of post-secondary institutions, to help ensure that targeted groups avail of the programming offered.

The latter part of Year 1, and then Years 2 and 3, will see micro-credential courses and certificates introduced. Working with Grenfell staff, the Program Coordinator will manage all facets of the programming:

- Scheduling ensuring that courses are readily available to participants both within and outside of the post-secondary setting
- Instructor hiring
- Collaboration with instructors on course development and delivery
- Course resource management
- Marketing
- Registration
- Credential recognition/issuance
- Feedback, evaluation, and redesign of programming as needed
- Quarterly reporting to funders and partners

Proposed Labour Market-Oriented Programming Areas

Based at the CRI, the Program Coordinator will leverage the physical and social infrastructure of the Centre to oversee the development and implementation of micro-credential and certificate programming that directly benefits the evolving tech economy of the western region of Newfoundland. Programming will make use of existing expertise of Grenfell and partners. Diverse instructors will be recruited to develop and offer courses utilizing the technological and other capacities of the two CRI makerspaces and its other facilities. Some examples of projected micro-credentials and related certificates include:

- Rapid prototyping
- 3D printing and design
- Robotics design
- Principles of computer-assisted design
- Computer Numeric Control (CNC) design and manufacturing
- Intro to Corel Draw
- Entrepreneurship skills related to design and technology
 - Entrepreneurial thinking and skills

- LEAN Start-up method
- Human-centered design
- Registering intellectual property
- Best practices for start-up HR needs in the technology sector

Programming will also be created to address the needs of rapidly developing wind and green hydrogen energy projects. This sector will require significant training for workers to adapt to new, skilled roles, and for equity-seeking groups to access such opportunities. There will also be a need for programming focusing on social policy development and implementation for rural communities that will be the sites of substantial rapid industrial development. Grenfell Campus is currently in discussions with Netherlands-based DOB Academy, a leader in industry training for wind/hydrogen energy, and Qalipu Holdings to incorporate DOB Academy's course expertise into the proposed project. CRI is the perfect venue to offer complementary training and the specialized technology required to deliver the courses. Working with DOB, Qalipu Holdings, and Grenfell, the Program Coordinator will help facilitate the development of these courses and oversee their implementation.

Description of Micro-Credential and Certificate Programming

Micro-credentials are short in duration (typically 2-6 weekends), narrow in focus, and can serve as stand-alone offerings or be combined to meet a variety of targeted skill sets. In most cases, they can run with flexible scheduling both online and in-person. All micro-credentials earned will be registered with [MyCreds](#), a nationally recognized document issuance service that will enable participants to easily share their credentials with employers.

A certificate covers a broader range of related skills in greater depth, and is earned through the completion of a series of micro-credentials and related full-credit course offerings from Grenfell Campus. Grenfell's first Certificate program (Sustainable Rural Communities) attracted nearly three dozen learners for its introductory course in its first term (winter 2021), which has held steady at 16 learners in subsequent terms, and its practical mandator placement with community partners offers invaluable experiential learning.

This diversity and flexibility in program delivery enables learners to pick the specific competencies they wish to develop, have assessed, and recognized, and can provide a quick and nimble response to emerging labour market needs. This concision and adaptability to labour market needs, especially those pertaining to science, technology, engineering, arts, and mathematics (STEAM), can be distinguished from traditional post-secondary programming that is often focused on more general theoretical subject

matter within a particular academic discipline that, by its nature, is typically outside such immediate practical interests and therefore slower to evolve.

In this way, this labour-market oriented programming will complement and extend current post-secondary capacity, and will do so taking advantage of the substantial extant expertise at Grenfell. However, it will go beyond this to include meaningful input from all stakeholders. The Centre for Research and Innovation's collaborative model brings together various levels of government, academia, industry, and the community, and the programming developed will reflect this structure.

Along with the traditional approach to skills development, program design will employ three main innovative approaches:

1. Develop course content in consultation with partners and other community-based stakeholders to meet the needs for workforce solutions, as well as address emerging opportunities for technological and other leadership in the sector. This will include significant consultation with Indigenous partners and underrepresented groups to ensure that the principles of diversity, equity, and inclusion are deeply embedded in program design and delivery. Beyond satisfying principles of justice, leveraging the knowledge and experience of all such stakeholders will ensure that the needs of the region's industry and labour market are best addressed.
2. Employ adaptive assessments that are skills-focused and gauge the ability of the workforce to transfer skills to a newer cohort of workers for sustained upskilling.
3. Integrate different ways of knowing/two-eyed seeing into programming that includes traditional ecological knowledge (TEK)-based content.

Key Outcomes/Performance Indicators and Evaluation

Project success in the first three years will be measured by the following metrics:

- KPI: Number of micro-credentials developed and offered
 - Targets:
 - 8 micro-credentials to be developed and offered over a three-year period as follows:
 - 4 micro-credentials offered April – Aug 2024
 - 8 micro-credentials offered Sept 2024 – Aug 2025
 - 8 micro-credentials offered from Sept 2025 – Oct 2026
- KPI: Number of participants (post-secondary students and other) enrolled per micro-credential course offering and completion rates
 - Target:
 - 10-20 students per course
- KPI: Micro-credential completion rates

- Target:
 - 85% completion rate
- KPI: Number of certificates developed and offered
 - Target:
 - 4 certificates over three years
- KPI: Number of participants enrolled in certificate programs
 - Target:
 - 20 persons per certificate
- KPI: Certificate completion rates
 - Target:
 - 85% completion rate
- KPI: Diversity of students
 - Target:
 - At least 35% of participants deriving from identified under-represented groups in the labour market
 - Evaluation Methods:
 - Participant interviews (voluntary)
 - Course surveys

Quality Assurance KPIs

Programming should be current and quickly respond to changes in the labour market. Thus, it will undergo a quarterly qualitative review, led by the Program Coordinator, for continued programming improvement to ensure that it meets stakeholders' expectations.

- KPI: Number of participants reporting benefits from training with respect to current or new employment
 - Target:
 - 80% of participants
 - Evaluation Methods:
 - Participant follow-up interviews and surveys
 - Employer/other stakeholder follow-up interviews and surveys
- KPI: Program effectiveness in meeting employers' skills needs
 - Target:
 - High employer satisfaction with participants' skills and preparedness to employ them in the workplace
 - Evaluation Methods:
 - Individual interviews and qualitative satisfaction surveys with employers regarding participants' preparedness to fill identified skill gaps
- KPI: Courses meeting participant diversity needs
 - Target:

- Effective instruction that meets the pedagogical requirements of diverse learning styles and socio-economic backgrounds
 - Evaluation Methods
 - Participant interviews and surveys regarding course design and utility
- KPI: Percentage of participants enrolling in multiple courses and/or recommending courses to their friends/colleagues
 - Target:
 - 25% of course participants
 - Evaluation Methods:
 - Participant interviews
 - Course surveys
 - Course evaluations

Technology is quickly becoming infused in all aspects of our economy. In the **medium to longer term**, the goal of the project is to leverage the capacities of the CRI to foster a tech ecosystem in the western region that allows workers to remain in the area and meet employers' labour needs, especially as they pertain to the digital economy.

Financial Audit

The financial audit of CRI programming will be performed by Grenfell Campus' external auditor (currently Ernst and Young).

The CRI – An Ideally Situated Platform for Program Delivery

The CRI is uniquely situated in the western region of the island to develop and deliver the labour-market focused programming proposed. With established relationships between government, Indigenous groups, businesses, industry organizations, and community groups, it is able to draw on a wide variety of experience and expertise to identify and develop the needed programming. Serving as a nexus for these groups, the Program Coordinator will develop innovative programming by facilitating directed collaboration amongst these diverse organisations.

Located in downtown Corner Brook, it is a highly accessible, collaborative facility that is equally welcoming to post-secondary students strengthening their academic CVs and those outside of the post-secondary setting seeking specific job-related upskilling.

In addition to its excellent locale, the CRI contains the technology needed to develop and offer the programming envisioned, including:

- Smart screens and all other equipment needed for the delivery of interactive online learning
- Modular classrooms
- An industrial makerspace with fully equipped carpentry and metal working areas, including:
 - advanced CNC machinery
 - traditional tech (table saw, mitre saw, planer, lathe, power hand tools, etc.)
- A digital makerspace, containing a wide array of cutting-edge equipment, for example:
 - 3d printers
 - digital loom
 - laser cutter
 - digital vinyl cutter
 - robotics
 - electronics
 - advanced computing for digital design

In addition to this physical infrastructure, the CRI also offers excellent social infrastructure for the Program Coordinator to leverage, such as:

- Instructor expertise from Grenfell and CNA
- A robust network of business and community partners available through Navigate
- A tech hub with mentors who have practical labour market experience
- A network of likeminded entrepreneurs, private enterprises, business and trade associations, and tech enthusiasts who are eager to offer their capacity to further the economy of tomorrow in the western region (see our list of partners in Section 7 below)

Furthermore, as a part of the Memorial University's Community Hubs, the CRI has an established connection to 17 educational service centres throughout rural NL. This network will allow the Program Coordinator to consult with and inform these communities about training opportunities. Hubs will also serve as remote delivery sites for programming where possible.

Partnership Development

The Program Coordinator will build a strong network of employment services providers, economic development and employer organizations, and other labour market actors. This network will be built on Grenfell's extensive partnerships in the province, and project partners will provide in-kind contributions and infrastructure to develop the certificate and micro-credential programs. An Advisory Committee will be formed from

this network which will enable the Program Coordinator to anchor programming to identified stakeholder priorities such as developing and implementing solutions to overcome employability barriers of local job seekers. Partner representatives will meet with the project coordinator on a regular basis, both during and following the development, implementation and evaluation of programming. They will provide valuable additional expertise in specific areas such as policy, knowledge mobilization, capacity building, and entrepreneurship. This will ensure that the development and delivery of programming reflects labour market needs, and that the resulting micro-credentials and certificates will be recognized by local industry. It will also enable stakeholders to more efficiently collaborate to stay current on the state of the region's labour market and recruit employees from program participants.

Confirmed partners:

- Corner Brook Pulp and Paper Limited
- Qalipu First Nation
- techNL
- econext
- TradesNL
- Greater Corner Brook Board of Trade
- City of Corner Brook

Prospective partners:

- Association for New Canadians
- Newfoundland and Labrador Forest Industry Association

Project Timeline

Year 1

- Program Coordinator convenes advisory committee to strategise on programming priorities
- Required instructors are arranged; micro-credential and certificate design completed
- Working with the relevant Grenfell Campus Schools, programming is shepherded through the Grenfell Campus Extended Learning Office and MUN Senate Committee on Undergraduate Studies approval processes
- Partnership with MyCred established
- Preliminary online OHS course to be offered through Grenfell Campus Brightspace education portal created

- Fee structure and payment system developed and implemented
- Programming schedule and arrangement for space utilisation at CRI determined
- Marketing plan developed and implemented
- Coordinating with Hubs for remote program delivery
- Developing a sustainability plan in consultation with Grenfell Campus Extended Learning

Year 2

- Programming begins in September
- Program Coordinator oversees program delivery:
 - Marketing
 - Scheduling
 - Registration and payment
 - Participant OHS training
 - Other participant and instructor management
 - Tracking stakeholder satisfaction and other KPIs
- Continued course development in response to stakeholder feedback

Year 3

- Program Coordinator oversees program management:
 - Marketing
 - Scheduling
 - Registration and payment
 - Participant OHS training
 - Other participant and instructor management
 - Tracking stakeholder satisfaction and other KPIs
 - Continued course development in response to Stakeholder feedback
- Implementing financial and management sustainability plan

Summary

The proposed project will result in the development of micro-credentials and certificates in innovation-based upskilling in areas of identified growth for the region. A new approach to micro-credential certifications will be developed that pays attention to equitable accessibility that acknowledges different ways of knowing and learning outside of a traditional post-secondary learning environment. Leveraging the capacity of the CRI and its network of partners will enable the creation of a diverse labour ecosystem built on lifelong learning as students, employees looking for new careers, prospective entrepreneurs and retirees seeking to re-enter the workforce can fill existing skill gaps and find employment in new sectors. These inputs into the regional labour

market will grow capacity in the areas of rural development; bioeconomy and forestry; Indigenous business development; newcomer/immigrants; technology capacity for industry and small businesses, and regional capacity around megaprojects.

The CRI is uniquely positioned to drive employment innovation in the region. Built on wide-ranging collaboration it has advantages when it comes to program development unique to it:

- It can draw on the experience and expertise from multiple constituencies, including
 - Post-secondary instructors
 - Trade/industry associations such as NLFIA, TechNL, and NLWIC
 - Private industry/the business community, including Corner Brook Pulp and Paper and the many businesses associated with the Navigate entrepreneurial centre
 - Indigenous communities
 - Federal and Provincial government ministries, for example IET, IPGS, ACOA, NSERC, and IRAP
- Given its hybrid structure, as well as its access to the expertise of Grenfell Campus, CNA, and its network of other partners, the CRI will be able to react more quickly in response to recognised labour-market programming needs than is traditionally the case with university programming that is typically connected to the interests of individual researchers.
- The funded position will break down barriers, coordinate/facilitate collaboration for targeted practical outcomes related to needed labour-market skills development. It must be acknowledged that GovNL has devoted significant resources to both the CRI and other sectors/organisations. The additional support of this project will allow for even greater capitalisation on that investment.

From: Norman, Katie
Sent: Wednesday, March 27, 2024 12:13 PM
To: Stone, Karen, Tompkins, John, Rideout, Lynne
Subject: FW: FYI
Attachments: HUTC0326.pdf, OREG0326.pdf, THOM0326.pdf

Lynne, please add these to HPRM, if they are not there already.

Thanks,
Katie

From: Beh, Patricia <patricia.beh@mun.ca>
Sent: Wednesday, March 27, 2024 11:58 AM
To: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>; Norman, Katie <KatieNorman@gov.nl.ca>
Subject: FYI

Hi Tanya and Katie,

Please see the attached letters that Ministers Howell and Byrne were cc'd on yesterday concerning the federal cap on international students. I have shared copies with your Minister's offices as well.

Thanks,

Trish

Patricia Beh
Senior Advisor to the President
Government Relations and Strategic Initiatives
President's Office, Room A-2021
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.6145 | f: 709.864.2059 | email: patricia.beh@mun.ca



We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



Office of the President

St. John's, NL Canada A1C 5S7
 Tel: 709 864 8212 Fax: 709 864 2059
 president@mun.ca www.mun.ca

March 26, 2024

The Honourable Gudie Hutchings
 Minister responsible for the Atlantic Canada Opportunities Agency
 Minister of Rural Economic Development
 Government of Canada

Email: gudie.hutchings@parl.gc.ca
ministerofred-ministreduder@ised-isde.gc.ca

Dear Minister Hutchings,

I write to express my concern over the recent changes announced by the Minister of Immigration, Refugees, and Citizenship in January 2024 capping the number of international student permit applications. These recent Immigration, Refugee and Citizenship Canada (IRCC) policy changes have created a negative perception of Canada and its universities as an unwelcoming education destination.

As Newfoundland and Labrador's only university, we are concerned about possible tuition loss, economic loss, and the loss of potential future citizens who are likely to stay in Newfoundland and Labrador following graduation.

International students are a growing cohort of enrolment at Memorial University of Newfoundland and there are 4,587 international students studying here this Winter semester. These students have a profound impact on the internationalization of our university and the social, cultural, and economic development of communities and the Atlantic region. For example, the Association of Atlantic Universities estimates that each international student contributes \$25,000 a year to the local economies where their universities are located.

[REDACTED]

[s. 35 \(1\)\(g\)](#)

[REDACTED]

[s. 29 \(1\)\(a\)](#)


s. 29 (1)(a)

Sincerely,


s. 40 (1)Neil Bose, Ph.D., FCAE
President and Vice-Chancellor *pro tempore*

- c. Honourable Krista Lynn Howell, Minister of Education
Honourable Gerry Byrne, Minister of Immigration, Population Growth and Skills



Office of the President

St. John's, NL Canada A1C 5S7
Tel: 709 864 8212 Fax: 709 864 2059
president@mun.ca www.mun.ca

March 26, 2024

The Honorable Seamus O'Regan Jr.
Minister of Labour and Seniors
Government of Canada

Email: seamus.oregan@parl.gc.ca
MinistrePT-LPMinister@labour-travail.gc.ca

Dear Minister O'Regan,


I write to express my concern over the recent changes announced by the Minister of Immigration, Refugees, and Citizenship in January 2024 capping the number of international student permit applications. These recent Immigration, Refugee and Citizenship Canada (IRCC) policy changes have created a negative perception of Canada and its universities as an unwelcoming education destination.

As Newfoundland and Labrador's only university, we are concerned about possible tuition loss, economic loss, and the loss of potential future citizens who are likely to stay in Newfoundland and Labrador following graduation.

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[s. 35 \(1\)\(g\)](#)

[s. 29 \(1\)\(a\)](#)


s. 29 (1)(a)

Sincerely,


s. 40 (1)

Neil Bose, Ph.D., FCAE
President and Vice-Chancellor *pro tempore*

- c. Honourable Krista Lynn Howell, Minister of Education
Honourable Gerry Byrne, Minister of Immigration, Population Growth and Skills



Office of the President

St. John's, NL Canada A1C 5S7
Tel: 709 864 8212 Fax: 709 864 2059
president@mun.ca www.mun.ca

March 26, 2024

Chair, Newfoundland & Labrador Liberal Caucus
Parliament of Canada

Email: joanne.thompson@parl.gc.ca

Dear Ms. Thompson,


I write to express my concern over the recent changes announced by the Minister of Immigration, Refugees, and Citizenship in January 2024 capping the number of international student permit applications. These recent Immigration, Refugee and Citizenship Canada (IRCC) policy changes have created a negative perception of Canada and its universities as an unwelcoming education destination.

As Newfoundland and Labrador's only university, we are concerned about possible tuition loss, economic loss, and the loss of potential future citizens who are likely to stay in Newfoundland and Labrador following graduation.

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[s. 35 \(1\)\(g\)](#)

[s. 29 \(1\)\(a\)](#)


s. 29 (1)(a)

Sincerely,


s. 40 (1)Neil Bose, Ph.D., FCAE
President and Vice-Chancellor *pro tempore*

- c. Honourable Krista Lynn Howell, Minister of Education
Honourable Gerry Byrne, Minister of Immigration, Population Growth and Skills

From: [Craniford, Heather](#)
To: [Jones, Sharlene](#)
Subject: Fwd: LMIN
Date: Monday, April 15, 2024 4:56:30 PM

FYI- study and stay is referenced below
 Sent from my iPhone

Begin forwarded message:

From: "Peyton, Maggie" <MaggiePeyton@gov.nl.ca>
Date: March 6, 2023 at 4:49:56 PM NST
Subject: RE: LMIN

Thanks, Heather. The team will action accordingly.

From: Craniford, Heather <heathercraniford@gov.nl.ca>
Sent: Monday, March 6, 2023 5:51 PM
To: Chawan, Tilak <TilakChawan@gov.nl.ca>; Peyton, Maggie <MaggiePeyton@gov.nl.ca>
Subject: RE: LMIN

This funding is ready to go in the system [REDACTED]

29(1)(a)

Heather Craniford, B.A., B.Sc., M.A.

Director of Employment and Training Programs
 Department of Immigration, Population Growth, and Skills
 3rd Floor, West Block, Confederation Building
 P.O. Box 8700
 St. John's, NL A1B 4J6

Phone: 709-729-0939
 E-Mail: heathercraniford@gov.nl.ca

From: Chawan, Tilak <TilakChawan@gov.nl.ca>
Sent: Monday, March 6, 2023 12:22 PM
To: Craniford, Heather <heathercraniford@gov.nl.ca>; Peyton, Maggie <MaggiePeyton@gov.nl.ca>
Subject: RE: LMIN

Hi Heather,

Thank you so much for your kind and detailed information on the budget review.

1. Yes, we have the funding allocation of \$35,994.56 available under provincial- WDA for fiscal year 2022-23. The proponent has reported \$58586.94, where we have already paid out \$15,426.24. Therefore, we will have the remaining balance of \$43,160.70 to be paid out. With your review \$35,994.56 + \$7,166.14 = \$43,160.7 is correct!
2. Thank you so much for your advice regarding agreement ID: 279165, Supporting International Students Connect to NL Workforce. We will do a Major Amendment to develop a new contract.
3. Yes, we do have the signed BN For the Study and Stay NL project.

Thank you again!

Kind regards,
 Tilak

From: Craniford, Heather <heathercraniford@gov.nl.ca>
Sent: Monday, March 6, 2023 11:14 AM
To: Chawan, Tilak <TilakChawan@gov.nl.ca>; Peyton, Maggie <MaggiePeyton@gov.nl.ca>
Subject: RE: LMIN

Slightly revised numbers below based on my review – can you confirm?

As well, assume that you have approval authority for the Study and Stay (e.g., signed BN)?

Thanks!

Heather

Heather Craniford, B.A., B.Sc., M.A.

Director of Employment and Training Programs
 Department of Immigration, Population Growth, and Skills
 3rd Floor, West Block, Confederation Building
 P.O. Box 8700
 St. John's, NL A1B 4J6

Phone: 709-729-0939
 E-Mail: heathercraniford@gov.nl.ca

From: Chawan, Tilak <TilakChawan@gov.nl.ca>
Sent: Monday, March 6, 2023 11:04 AM

To: Peyton, Maggie <MaggiePeyton@gov.nl.ca>; Craniford, Heather <heathercraniford@gov.nl.ca>
Subject: RE: LMIN

Hi Maggie and Heather,

Please find the amounts that we require to support the following programs/ projects below:

Program	Project	LaMPSS#	Approved bgt	Amt Paid to date	Reported Amt	Amt to be paid	Currently Committed 2022-23	Balance Required 2022-23
LMIN	MEMORIAL UNIVERSITY OF NEWFOUNDLAND- Retaining Global Talent	279132	\$66,847.00	\$15,426.24	\$58,586.94	\$43,160.70	\$35,994.56	\$7,166.14
LMIN	MEMORIAL UNIVERSITY OF NEWFOUNDLAND- Supporting International Students connection to the NL Workforce	279165	\$26,612.76	\$2,612.76	\$4,778.19	\$2,165.43	\$0 (will need a new contract as this contract did not go into 2022-23 fiscal year)	\$2,165.43
LMIN	Study and Stay NL Program (world Education Network Newfoundland and Labrador) 2022-25	317015	\$273,606.00	\$ -	\$ -	\$273,606.00	\$0	\$273,606.00
Total						\$318,932.13	\$35,994.56	\$282,937.57

Thank you so much. Please let me know if you require any further information.

Kind regards,
Tilak

From: Peyton, Maggie <MaggiePeyton@gov.nl.ca>
Sent: Monday, March 6, 2023 10:29 AM
To: Craniford, Heather <heathercraniford@gov.nl.ca>
Cc: Chawan, Tilak <TilakChawan@gov.nl.ca>
Subject: Re: LMIN

Hi Tilak,

Can you send Heather the amounts we need under WDA under LMIN please ? The study and stay and the two MUN projects.

Thanks,

Maggie

Sent from my iPhone

On Mar 6, 2023, at 2:36 PM, Craniford, Heather <heathercraniford@gov.nl.ca> wrote:

Hi Maggie – can you let me know ASAP about that additional funding under LMIN you mentioned last week?

Heather Craniford, B.A., B.Sc., M.A.
 Director of Employment and Training Programs
 Department of Immigration, Population Growth, and Skills
 3rd Floor, West Block, Confederation Building
 P.O. Box 8700
 St. John's, NL A1B 4J6

Phone: 709-729-0939
 E-Mail: heathercraniford@gov.nl.ca

From: Norman, Katie
Sent: Thursday, April 18, 2024 1:16 PM
To: Evans, Barbara
Subject: FW: Study and Stay Update from Sept 2023 - April 2024
Attachments: Study and Stay - 2022 - 2025.docx

Hi Barb,

Please print this word doc. It isn't urgent.

Thanks,
Katie

From: Kinuthia, Mary Annie <MaryAnnieKinuthia@gov.nl.ca>
Sent: Wednesday, April 17, 2024 4:49 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Collins, Jaime <jaimecollins@gov.nl.ca>
Subject: Study and Stay Update from Sept 2023 - April 2024
Importance: High

Hi Katie,

Attached is a one pager on the study and stay program.

We managed to get an update from them today. The updates provided cover the reporting period Sept 2023 to April 2024.

Do let me know if you require any additional information.

Thanks,
Annie

- SEED Conference: Annual SEED conference will take place on April 25-27, 2024. Approximately 80 individuals registered.

From: Norman, Katie
Sent: Friday, April 19, 2024 10:27 AM
To: Collins, Jaime
Subject: FW: HPE Records Manager Correspondence : COR-2024-00260 : Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session / forwarded to Minister Gerry Byrne / Event to be held April 25 to 27, 2024
Attachments: Invitation to Speak & Attend Study and Stay NL Opening ~ Session forwarded to Minister Gerry Byrne Event to be held April 25 to 27, 2024.MSG

Hi Jaime,

Would you like to attend this event and bring greetings? If not, perhaps Annie?

Thanks,
Katie

-----Original Message-----

From: Stone, Karen <KarenS@gov.nl.ca>
Sent: Friday, April 19, 2024 10:04 AM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: FW: HPE Records Manager Correspondence : COR-2024-00260 : Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session / forwarded to Minister Gerry Byrne / Event to be held April 25 to 27, 2024

Please have someone attend to bring Greetings on behalf of the minister. I would like to review the greetings.
Thanks.

-----Original Message-----

From: Chaytor, Kerry <KerryChaytor@gov.nl.ca>
Sent: Thursday, April 18, 2024 12:58 PM
To: Stone, Karen <KarenS@gov.nl.ca>
Subject: FW: HPE Records Manager Correspondence : COR-2024-00260 : Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session / forwarded to Minister Gerry Byrne / Event to be held April 25 to 27, 2024

Hi Karen,

For discussion.

Thank you,
Kerry

-----Original Message-----

From: Rideout, Lynne <LynneRideout@gov.nl.ca>
Sent: Monday, April 15, 2024 2:33 PM
To: Chaytor, Kerry <KerryChaytor@gov.nl.ca>; Tompkins, John <jtompkins@gov.nl.ca>
Subject: HPE Records Manager Correspondence : COR-2024-00260 : Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session / forwarded to Minister Gerry Byrne / Event to be held April 25 to 27, 2024

Hi there,

This is now in trim, please advise once this invitation has been responded to so that I can close out the action.

Kind Regards,

Lynne

-----< HPE Records Manager record Information >-----

Record Number:COR-2024-00260

International Educational Newfoundland and Labrador (IENL)
www.ienl.ca

April 15, 2024

The Honourable Gerry Byrne
Minister of Immigration, Population Growth and Skills,
P.O. Box 8700
Confederation Building
St. John's, NL A1B 4J6

Dear Mr. Byrne,

On behalf of International Education Newfoundland and Labrador, I would formally like to invite you to attend and share greetings at the Opening Ceremony of the 2024 Study and Stay NL Conference. The conference will be held in St. John's on April 25-27, 2024 with the Opening Ceremony taking place on Friday April 26 at 6:00pm.

We are excited to celebrate the success of the Study and Stay NL program. We have over 120 students enrolled in this current cohort and are pleased that the program will be continuing for another cohort. The Study and Stay NL program is an extension of the Atlantic Canada Study and Stay™ NL Program, a pilot project funded by the Atlantic Canada Opportunities Agency (ACOA) and Government of Newfoundland and Labrador in collaboration with International Education Newfoundland and Labrador (IENL), Memorial University of Newfoundland (MUN) and College of the North Atlantic (CNA). This province-wide program connects international students directly to the entrepreneurial ecosystem and to the labour market, helping participants to build valuable professional and entrepreneurship skills, gain workplace knowledge, and build meaningful connections through workshops, networking, and mentorship. The goal of the program is to support international students to stay, live, and work in Newfoundland and Labrador post-graduation. This is consistent with the goals in the provincial strategic plan elaborated in The Way Forward on Immigration in Newfoundland and Labrador.

Registration opens at 5:30pm with the official opening beginning at 6:00pm, followed by networking until 9:00pm. The event will take place at the Geo Centre in the Reception Hall. We invite you to join us to meet and mingle with program stakeholders and the international students who are excited to begin their journey to make Newfoundland and Labrador their home.

I hope you will be available to attend this event and bring greetings on behalf of your organization. I would respectfully request that you RSVP by April 19, 2023. Please contact Hillary King at hillaryking@ienl.ca to confirm your availability.

Yours respectfully,

40(1)

Elizabeth Vincent
Director, IENL

From: Chaytor, Kerry
Sent: Friday, April 19, 2024 3:25 PM
To: Norman, Katie
Subject: Re: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Thank you.

On Apr 19, 2024, at 2:48 PM, Norman, Katie <KatieNorman@gov.nl.ca> wrote:

Thanks Kerry. We will have one of the Settlement team participate. Once confirmed, we will advise Hilary.

Thanks,
Katie

From: Chaytor, Kerry <KerryChaytor@gov.nl.ca>
Sent: Thursday, April 18, 2024 5:06 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: RE: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Hi Katie,

Can you discuss with DM please? We discussed earlier today; she said she would arrange to have someone, I am assuming it would be you, but I don't like to assume.

Thank you,
Kerry

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Thursday, April 18, 2024 5:03 PM
To: Chaytor, Kerry <KerryChaytor@gov.nl.ca>
Subject: FW: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Hi Kerry,

Would you like me to attend, or has someone else been identified?

Thanks,
Katie

From: Chaytor, Kerry <KerryChaytor@gov.nl.ca>
Sent: Thursday, April 18, 2024 3:42 PM
To: 'hillaryking@ienl.ca' <hillaryking@ienl.ca>
Cc: Rideout, Lynne <LynneRideout@gov.nl.ca>; Tompkins, John <jtompkins@gov.nl.ca>; Norman, Katie <KatieNorman@gov.nl.ca>
Subject: RE: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Good afternoon Hillary,

Thank you for inviting Minister Byrne to attend this year's SEED Conference on Friday, April 26th. Unfortunately, the Minister is [REDACTED] unable to attend; he sends his sincere regrets. Minister Byrne is pleased to advise that a representative from the Department of Immigration, Population Growth and Skills will attend and bring greetings on his behalf.

Kind regards,
Kerry

Kerry Chaytor | Executive Assistant
To the Honourable Gerry Byrne
Minister of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Ph: 709-729-1989 (e) kerrychaytor@gov.nl.ca

<image001.jpg>

[This image is a logo](#)

From: Byrne, Gerry <GerryByrne@gov.nl.ca>

Sent: Monday, April 15, 2024 1:20 PM

To: Rideout, Lynne <LynneRideout@gov.nl.ca>; Tompkins, John <jtompkins@gov.nl.ca>; Chaytor, Kerry <KerryChaytor@gov.nl.ca>

Subject: Fwd: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Begin forwarded message:

From: Hillary King <hillaryking@ienl.ca>

Date: April 15, 2024 at 11:46:47 AM NDT

To: "Byrne, Gerry" <GerryByrne@gov.nl.ca>

Subject: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Good morning,

On behalf of International Education Newfoundland & Labrador, I would like to invite you to this year's SEED Conference: Opening Ceremony & Networking session on April 26th from 6 - 9 pm at the Geo Centre!

For this year's annual SEED (Skills for Employability and Entrepreneurship Development) Conference, we were hoping that you, or a representative of the Department of Immigration, Population Growth, and Skills, would be able to speak on the department's behalf during our Opening Ceremony on April 26th from 6:00 - 6:30 pm. There will be speakers representing government, MUN, CNA, and ACOA as our main program partners. We would also love to have you join us for the networking session for the remainder of the evening, from 6:30 - 9 pm.

Please let me know if you are available!

Cheers,

Hillary

--

Hillary King

Retention Coordinator

Study and Stay NL Program

International Education Newfoundland and Labrador (IENL)

hillaryking@ienl.ca

1 (709) 764-1124

From: Norman, Katie
Sent: Friday, April 19, 2024 4:58 PM
To: Collins, Jaime, Kinuthia, Mary Annie
Subject: Fwd: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session
Attachments: image001.jpg, Conference Agenda - Study and Stay NL 2024.docx (2).pdf

[This image is a logo](#)

Details about the event next week, below.

Thanks!

Katie

Sent from my iPhone

Begin forwarded message:

From: "Chaytor, Kerry" <KerryChaytor@gov.nl.ca>
Date: April 19, 2024 at 4:25:37 PM NDT
To: "Norman, Katie" <KatieNorman@gov.nl.ca>
Subject: Fwd: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

FYI

Sent from my iPhone

Begin forwarded message:

From: Hillary King <hillaryking@ienl.ca>
Date: April 19, 2024 at 4:08:22 PM NDT
To: "Chaytor, Kerry" <KerryChaytor@gov.nl.ca>
Subject: Re: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Hi Kerry,

Sending this info along to be shared with the representative:

Please see below for a summary on the program and some quick stats and see attached for the conference agenda that has the evening's timing and other speakers.

We do have 10 speakers lined up so feel free to be fairly brief! We have about 2-4 minutes allocated per speaker.

International Education NL's Study and Stay NL Program

Study and Stay NL is a free, 9-month professional development program aimed at international students in their final years at MUN and CNA. It is supported by the provincial and federal government, and partnered with MUN and CNA.

Our program meets international students during a pivotal time, while they navigate the transition from student to professional and look to establish their lives here in the province. We offer programming around six key pillars: personal/soft skills development; career; entrepreneurship; networking and industry engagement; immigration; and workplace and local culture. We also recognize the need for direct one-on-one support and students and alumni of our program can access immigration advising, career strategy advising, and mentorship programs as well as several key program events like our SEED Pitching Competition and our annual SEED Conference.

Info

40(1)

- This is Cohort 7 of the Study and Stay NL program. We have achieved over 80% retention for all alumni.
- Our programming has expanded to include career supports for spouses as well as summer alumni programming like an annual Family Day.
- We have had over 375 students participate in Cohorts 1 - 6.
- Cohort 7 has ■ students: 28 from CNA; 6 from Marine Institute; 102 from MUN's St. John's campus; and ■ from MUN's Grenfell Campus.
- We have 9 finalists who are pitching in our SEED competition on Apr. 25th who are competing to win \$25,000 in prize funding.
- This year's Cohort ends at the end of June, with a graduation event happening in early July. Many of them have graduated or are nearing graduation in May.

Cheers,
Hillary

On Thu, Apr 18, 2024 at 4:08 PM Chaytor, Kerry <KerryChaytor@gov.nl.ca> wrote:

Hi Hillary,

We will be in touch with the name of the representative and best email to coordinate these logistics.

Kind regards,

Kerry

From: Hillary King <hillaryking@ienl.ca>

Sent: Thursday, April 18, 2024 3:55 PM

To: Chaytor, Kerry <KerryChaytor@gov.nl.ca>

Cc: Rideout, Lynne <LynneRideout@gov.nl.ca>; Tompkins, John <jtompkins@gov.nl.ca>; Norman, Katie <KatieNorman@gov.nl.ca>

Subject: Re: Invitation to Speak & Attend: Study and Stay NL Opening Ceremony & Networking Session

Excellent, thank you!

Am I able to get the name for the representative?

I will be sharing out details on the program and event to the speakers tomorrow for use in their speaking notes - is this the best email to send that info along to?

Cheers,
Hillary

On Thu, Apr 18, 2024 at 3:42 PM Chaytor, Kerry <KerryChaytor@gov.nl.ca> wrote:

Good afternoon Hillary,

Thank you for inviting Minister Byrne to attend this year's SEED Conference on Friday, April 26th. Unfortunately, the Minister is [REDACTED] 40(1) unable to attend; he sends his sincere regrets. Minister Byrne is pleased to advise that a representative from the Department of Immigration, Population Growth and Skills will attend and bring greetings on his behalf.

Kind regards,

Kerry

Kerry Chaytor | Executive Assistant

To the Honourable Gerry Byrne

Minister of Immigration, Population Growth and Skills

Government of Newfoundland and Labrador

Ph: 709-729-1989 (e) kerrychaytor@gov.nl.ca

From: Byrne, Gerry <GerryByrne@gov.nl.ca>

Sent: Monday, April 15, 2024 1:20 PM

To: Rideout, Lynne <LynneRideout@gov.nl.ca>; Tompkins, John <jtompkins@gov.nl.ca>; Chaytor, Kerry <KerryChaytor@gov.nl.ca>
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Date: April 15, 2024 at 11:46:47 AM NDT
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Please let me know if you are available!

Cheers,

Hillary

--

Hillary King

Retention Coordinator

Study and Stay NL Program

International Education Newfoundland and Labrador (IENL)

hillaryking@ienl.ca

**STUDY AND STAY NL
SEED CONFERENCE 2024
APRIL 25 - 27, 2024
Memorial University & Geo Centre**

THURSDAY, APRIL 25 @ MUN's Business Building, Room BN4000

Time	Activity
2:00 - 2:15 pm	SEED Funding Competition for participating students
2:15 - 3:00 pm	3 Pitches
3:00 - 3:15 pm	Break for Judges
3:15 - 4:00 pm	3 Pitches
4:00 - 4:15 pm	Break for Judges
4:15 - 5:00 pm	3 Pitches
5:00 - 5:30 pm	Clue up; Finalize winners

FRIDAY, APRIL 26 @ The Geo Centre

Time	Activity
4:30 - 6 pm Celestial Gallery	Networking Workshop with Andrea Dawe Keating
5:30 - 6 pm Reception Hall	Mentor Pre-session & Registration
6:00-6:30 pm Reception Hall	<p>Welcome and Opening Ceremonies (Emcee - Dr. Sonja Knutson)</p> <p>Greetings from:</p> <p>Waiting on name - (Dept. of Immigration, Population Growth and Skills)</p> <p>Virtual Greetings - Deputy Minister (Dept. of Education)</p> <p>Shirley Woodward - President (CNA)</p> <p>Dr. Neil Bose - President and Vice-chancellor (MUN)</p> <p>Dr. Paul Brett - Vice President (MUN, Marine Institute pro tempore)</p> <p>Sheilagh O'Leary - Deputy Mayor (City of St. John's)</p> <p>Dr. Sonja Knuston - Director, Internationalization Office (MUN), Chair of IENL</p> <p>Dr. Judit Lovas (Career Strategist)/Dafna Ziv (Mentorship Coordinator)</p> <p>Samita Rimal/Meysam Shirin Nezhad (Current Study and Stay Students)</p>

6:30 - 9:00 pm Reception Hall	Networking
6:30 - 8:30 pm Reception Hall	Professional Headshots for students

SATURDAY, APRIL 27 @ MUN's Science Building + INCO Building

Time	Activity
9:00 - 9:30 am	Arrival + Tech Set-up
9:30 - 11:00 am SN 2036 + SN 2067	Breakout Session 1: - Judit Lovas - Topic To Be Updated (SN 2036) - Ogaga Johnson - Project Management for Career and Business Success (SN 2067)
11:00 - 11:15 am	Breakfast Break
11:15 am - 12:45 pm SN 2036 + SN 2067	Breakout Session 2 - Judit Lovas - Topic To Be Updated (SN 2036) - Ogaga Johnson - Project Management for Career and Business Success (SN 2067)
12:45 - 2:00 pm	Lunch - Keynote Speaker - Kevin Casey - Board of Trade
2:00 - 2:30 pm	SEED Winner Announcements + Networking
2:30 - 5:30 pm	Cultural Bus Tour - Cape Spear and Signal Hill (Pre-registration required)

Additional Venue Notes:

For those attending on April 25th or 27th, please use this link to request a parking pass at MUN - use my contact details (Hillary King; hillaryking@ienl.ca; (709)764-1124) and the Internationalization Office as the sponsoring department:
<https://www.mun.ca/cep/parking/visitor-parking-request-form/>.

For those attending on April 26th, free parking is available at the Geo Centre on a first-come, first-served basis.

From: Knutson, Sonja
To: Norman, Katie
Cc: Williams, Gabriel
Subject: RE: Asylum Claim
Date: Tuesday, April 23, 2024 9:09:06 AM

Hi Katie, I saw this in the news:

*"International student asylum claims "spike" leads to questions around exploitation of study-permit system
Marie Woolf of the Globe and Mail reports that asylum claims from international students have increased by nearly 650% in the past five years. Many colleges have witnessed a particularly steep rise in asylum claims numbers since 2018, reports Woolf, with major universities showing fewer claims. In conversations with various immigration experts and critics, Woolf highlights concerns about the exploitation of the study permit program as a way to enter Canada and the use of refugee claims as a last effort to stay in Canada. Migrant Workers Alliance for Change Executive Director Syed Hussain pointed out that many students have claimed asylum due to changing political circumstances in their home countries."*

[Redacted]

29(1)(a), 40(1)

[Redacted]

29(1)(a), 40(1)

Take care
Sonja

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Thursday, April 18, 2024 5:05 PM
To: Knutson, Sonja <sknutson@mun.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: Asylum Claim

Thanks Sonja. We will follow up with IRCC to see what additional info we can glean and will be back in touch.

Katie

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Thursday, April 18, 2024 3:02 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: Asylum Claim

Hi Katie,
Thanks so much for following up. The numbers are interesting esp the sudden jump in 2023, but without knowing level of study and country of origin, we won't really be able to shed light.

[Redacted]

29(1)(a)

Anyway happy to chat.
Take care
Sonja

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Thursday, April 18, 2024 2:20 PM
To: Knutson, Sonja <sknutson@mun.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: Asylum Claim

Hi Sonja,

Further to the below, we have now received data from IRCC regarding asylum claims from MUN study permit holders. Here is what was shared:

[Redacted]

34(1)(a)(i)

We'd welcome a further discussion if there's any light Memorial can shed on these numbers, so we can respond to IRCC appropriately.

Thanks,
Katie

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Saturday, March 23, 2024 8:17 AM
To: Knutson, Sonja <sknutson@mun.ca>
Subject: Re: Asylum Claim

Hi Sonja,

Thanks for the follow up. I hadn't hear more on this but think it is certainly worth a further discussion. Perhaps we can grab a half hour for a Teams call this week? What's your schedule looking like?

Thanks!
Katie
Sent from my iPhone

On Mar 23, 2024, at 5:58 AM, Knutson, Sonja <sknutson@mun.ca> wrote:

Hi Katie, did you ever hear anything further on this? I mentioned it to a colleague in Grad Studies who was noticing a number of grad students from one particular country that have quit their programs. Perhaps we could have a chat?
Sonja

29(1)(a), 34(1)(a)(i)

On Feb 29, 2024, at 02:21, Knutson, Sonja <sknutson@mun.ca> wrote:

Hi Katie, this is new to us. The internationalization office cannot advise on refugee status
<https://www.mun.ca/ciap/media/production/ciap/media-library/factbook/fb2023/Tab%2014%202023.pdf>

[Redacted]

Is it possible to find out more information? Which countries for example? And are these students who have graduated or graduate students?

29(1)(a), 34(1)(a)(i)

Best regards
Sonja

On Feb 28, 2024, at 20:31, Norman, Katie <KatieNorman@gov.nl.ca> wrote:

Hi Sonja,

34(1)(a)(i)

I hope this email finds you well.

In a call yesterday with IRCC, Canada noted a rise in asylum claims from Memorial University Graduates

Do you have any knowledge of this situation that you can share with me?

Thank you,
Katie

[Katie Norman, MPA, LL.M.](#)
Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)

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From: Williams, Gabriel
To: Norman, Katie
Subject: FW: Asylum Claim
Date: Tuesday, April 23, 2024 2:28:15 PM

29(1)(a), 34(1)(a)(i)

Katie,

[redacted] I inquired whether it might be possible to obtain an arrangement to obtain regular data transfer to understand who these individuals are: [redacted]

I noted that IRCC have made clear PTs are responsible for supporting asylum claimants. [redacted]

I noted to them I would be following up in writing to share my thoughts around a potential information sharing agreement on this item.

Gabe

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Thursday, April 18, 2024 3:02 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: Asylum Claim

Hi Katie,

Thanks so much for following up. The numbers are interesting esp the sudden jump in 2023, but without knowing level of study and country of origin, we won't really be able to shed light. [redacted]

29(1)(a)

Anyway happy to chat.
Take care
Sonja

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Sent: Thursday, April 18, 2024 2:20 PM
To: Knutson, Sonja <sknutson@mun.ca>
Cc: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
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Further to the below, we have now received data from IRCC regarding asylum claims from MUN study permit holders. Here is what was shared:

[redacted]

34(1)(a)(i)

We'd welcome a further discussion if there's any light Memorial can shed on these numbers, so we can respond to IRCC appropriately.

Thanks,
Katie

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To: Knutson, Sonja <sknutson@mun.ca>
Subject: Re: Asylum Claim

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Thanks!
Katie
Sent from my iPhone

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Sonja

29(1)(a), 34(1)(a)(i)

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Hi Katie, this is new to us. The internationalization office cannot advise on refugee status [redacted]
<https://www.mun.ca/ciap/media/production/ciap/media-library/factbook/fb2023/Table%20S14%202023.pdf>

[redacted]

Is it possible to find out more information? Which countries for example? And are these students who have graduated or graduate students? [redacted]

Best regards
Sonja

On Feb 28, 2024, at 20:31, Norman, Katie <KatieNorman@gov.nl.ca> wrote:

Hi Sonja,

I hope this email finds you well.

34(1)(a)(i)

In a call yesterday with IRCC, Canada noted a rise in asylum claims from Memorial University Graduates. [redacted]

Do you have any knowledge of this situation that you can share with me? [redacted]

Thank you,
Katie

[Katie Norman, MPA, LL.M.](#)
Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)

"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."

From: Norman, Katie
Sent: Friday, May 3, 2024 9:30 AM
To: Dany Couillard ([REDACTED]), Jeffrey Young ([REDACTED]),
L'Esperance, Jennifer M
Cc: Williams, Gabriel
Subject: ACOA Funding

Good morning colleagues,

In discussion with Memorial University's Internationalization Office yesterday, I was informed that ACOA, [REDACTED] [REDACTED] is no longer funding international student recruitment. MUN has received support from ACOA for this purpose for many years. [REDACTED]

Thanks,
Katie

Katie Norman, MPA, LLM

Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)



From: Norman, Katie
Sent: Friday, May 3, 2024 4:21 PM
To: Noseworthy, Tanya
Subject: RE: budget cuts for ACOA

Thanks. We'd like to be able to have this for FPT next week.

Katie

From: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Sent: Friday, May 3, 2024 4:09 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: RE: budget cuts for ACOA

I'll work on it.

Tanya

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Friday, May 3, 2024 3:39 PM
To: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Subject: FW: budget cuts for ACOA

Hi Tanya,

Is it possible to get a firmer breakdown of what the actual budget has been?

Thanks,
Katie

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Friday, May 3, 2024 3:22 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Beh, Patricia <patricia.beh@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Subject: Re: budget cuts for ACOA

[29\(1\)\(a\)](#)

Best
Sonja

On May 3, 2024, at 12:45, Norman, Katie <KatieNorman@gov.nl.ca> wrote:

Good afternoon again, Sonja and all,

To help inform my understanding of this issue, could you please provide an overview of the sources of funding at present for international student recruitment at Memorial?

Thanks,

Katie

From: Norman, Katie
Sent: Friday, May 3, 2024 9:20 AM
To: 'Knutson, Sonja' <sknutson@mun.ca>; Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Cc: Beh, Patricia <patricia.beh@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>; Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Subject: RE: budget cuts for ACOA

Good morning Sonja,

Thank you for this overview, and for bringing this matter to our attention in our call yesterday. We are following up with our contacts with ACOA to see if we can determine more.

I'd welcome further details on forecasted impact of this ACOA funding being no longer provided, as available.

I also intend to raise this with my Maritime colleagues.

Let's loop back to discuss further soon.

I am adding Tanya Noseworthy to this thread as well.

Thanks,
Katie

Katie Norman, MPA, LLM

Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)

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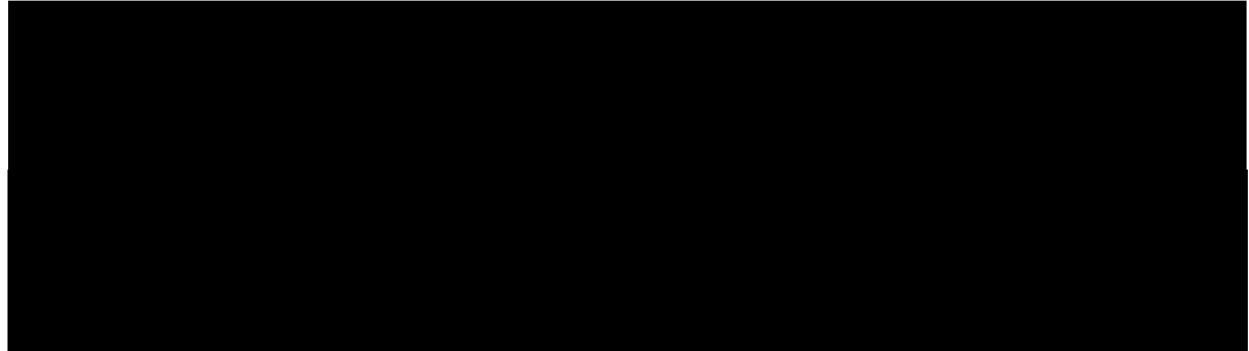
From: Knutson, Sonja <sknutson@mun.ca>
Sent: Thursday, May 2, 2024 4:53 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>; Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Cc: Beh, Patricia <patricia.beh@mun.ca>; Lokash, Jennifer <jlokash@mun.ca>
Subject: Re: budget cuts for ACOA

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Hi Katie and Doriann,

Great to chat briefly today about [29\(1\)\(a\), 34\(1\)\(a\)\(i\)](#) recruitment. I've copied Dr Lokash and Trish Beh so they are aware and can help support with information you may need.

The IO has been coordinating the requests to ACOA for recruitment and partner missions for over 10 years – we gather all the needs from the campuses, academic and admin units. In early March, we put in a BDP totaling around \$600K for missions through 2024-2025, and have stayed in contact with our account manager regularly. [REDACTED] Then on Monday, April 22, the account manager called me to share that [REDACTED] the proposal is refused.



I have notes about why international students would want to come to Memorial, if they knew about us through recruitment efforts. Memorial has:

1. Some of the least costly tuition fees in the country.
2. Vacancies on campus for students to live.
3. Lots of part-time jobs that students seem to easily find.
4. Living costs across the Province that align with the new requirement to demonstrate \$20K per year.
5. Space in the allocation for study permits to bring students in.
6. A process in place with government to issue the new Provincial Attestation Letter.

So we are well set up for increasing our international undergraduate numbers without cause for concern from IRCC or ACOA. Hope this short brief helps a bit, and whatever other information you might need, just let us know.

Best

Sonja

From: Norman, Katie
Sent: Tuesday, May 7, 2024 9:24 AM
To: Dave Boland
Cc: Krista Fowler, Evans, Barbara
Subject: RE: Funding for International Students

Thanks Dave. I am copying Barbara, who can connect with Krista to find a mutually agreeable time.

Katie

From: Dave Boland [REDACTED] 40(1)
Sent: Tuesday, May 7, 2024 8:13 AM
To: Norman, Katie <KatieNorman@gov.nl.ca> 40(1)
Cc: Krista Fowler [REDACTED]
Subject: RE: Funding for International Students

Hi Katie

[REDACTED] 40(1) I will ask Krista to find us some time to connect.

Thanks

dave

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Monday, May 6, 2024 6:05 PM 40(1)
To: Dave Boland [REDACTED]
Subject: Re: Funding for International Students

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Hi Dave,

Thanks for this update. I'd welcome a chance to meet to discuss further. Might you have some time available next week?

Thank you,
Katie
Sent from my iPhone

On May 6, 2024, at 9:12 AM, Dave Boland [REDACTED] 40(1) wrote:

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Hi Katie,

Thanks for reaching out on this. [REDACTED]

[REDACTED] I understand we received a proposal on retention from MUN last week. I will say this is in line with what are seeing in other provinces in terms of ACOA support.

Happy to chat if you like.

Dave

From: Norman, Katie <KatieNorman@gov.nl.ca>

Sent: Friday, May 3, 2024 12:51 PM

40(1)

To: Dave Boland [REDACTED]

Subject: Funding for International Students

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Good afternoon Dave,

I hope this email finds you well.

I understand that ACOA has recently refused a proposal from Memorial University's Internationalization Office (IO) to support international student recruitment. IO has been coordinating MUN's requests to ACOA for recruitment and partner missions for 10 years, including the recent ask of \$600K for missions in 2024-2025. [REDACTED]

34(1)(a)(i), 35(1)(d), 35(1)(g)

Any information you can provide would be appreciated.

Thank you,
Katie

Katie Norman, MPA, LLM

Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)

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From: Norman, Katie
Sent: Tuesday, May 7, 2024 2:40 PM
To: Noseworthy, Tanya
Subject: RE: Funding for International Students

Fabulous. Thanks. Please let me know if you'd like to be in the meeting with ACOA's VP, and I can forward the link.

Katie

From: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Sent: Tuesday, May 7, 2024 2:19 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: RE: Funding for International Students

I've already asked for more detail, expecting it soon.

Tanya

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Tuesday, May 7, 2024 2:18 PM
To: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Subject: RE: Funding for International Students

34(1)(a)(i)

[REDACTED] I would still like to receive a full overview of how IO's international student recruitment operations are structured, and funding amounts over the last few years, to inform that discussion. If it's best for me to go back to MUN directly, I can.

Please let me know what works best for you.

Thanks,
Katie

From: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Sent: Tuesday, May 7, 2024 9:51 AM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: RE: Funding for International Students

Hi,
Thanks for the update.

Tanya

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Monday, May 6, 2024 3:14 PM
To: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Subject: FW: Funding for International Students

Hi Tanya,

I reached out to ACOA (below) regarding the IO funding as discussed last week. Please see the VP's reply.

Thanks,

Katie

From: Dave Boland [REDACTED] 40(1)
 Sent: Monday, May 6, 2024 9:12 AM
 To: Norman, Katie <KatieNorman@gov.nl.ca>
 Subject: RE: Funding for International Students

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Hi Katie,

29(1)(a), 34(1)(a)(i)

Thanks for reaching out on this. [REDACTED]

[REDACTED]
 [REDACTED] I understand we received a proposal on retention from MUN last week. I will say this is in line with what are seeing in other provinces in terms of ACOA support.

Happy to chat if you like.

Dave

From: Norman, Katie <KatieNorman@gov.nl.ca>
 Sent: Friday, May 3, 2024 12:51 PM
 To: Dave Boland [REDACTED] 40(1)
 Subject: Funding for International Students

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Good afternoon Dave,

I hope this email finds you well.

I understand that ACOA has recently refused a proposal from Memorial University's Internationalization Office (IO) to support international student recruitment. IO has been coordinating MUN's requests to ACOA for recruitment and partner missions for 10 years, including the recent ask of \$600K for missions in 2024-2025. [REDACTED]

34(1)(a)(i), 35(1)(d), 35(1)(g)

Any information you can provide would be appreciated.

Thank you,
 Katie

Katie Norman, MPA, LLM

Assistant Deputy Minister, Immigration and Population Growth
 Department of Immigration, Population Growth and Skills
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From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Thursday, May 9, 2024 3:34 PM
To: Knutson, Sonja
Cc: Williams, Gabriel
Subject: Re: TR Work Permit Extensions

Thanks Sonja.

Katie
Sent from my iPhone

On May 8, 2024, at 11:56 AM, Knutson, Sonja <sknutson@mun.ca> wrote:

For this PDF document see LINK
(https://www.mun.ca/ciap/media/production/ciap/media-library/factbook/historic/FACT_BOOK_2021.pdf)

Yes we have this data and it is public!

<preview.png>

FACT_BOOK_2021
PDF Document · 5.1 MB

779 international students graduated in 2021 and of they have a PGWP, it will be expiring in 2024.

Best
Sonja

On May 7, 2024, at 18:57, Norman, Katie <KatieNorman@gov.nl.ca> wrote:

Thanks Sonja, that would be great.

Best,
Katie
Sent from my iPhone

On May 7, 2024, at 5:50 PM, Knutson, Sonja <sknutson@mun.ca> wrote:

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Hi Katie,
Thanks - interesting and yes most likely we can figure out all the international students that graduated from Memorial in 2021. I can put in a request to our institutional research team. Of those that graduated we won't know how many are in NL, as only CRA has reliable data.

Best
Sonja

On May 7, 2024, at 16:31, Norman, Katie
<KatieNorman@gov.nl.ca> wrote:

Hi Sonja,

I note this recent tweet from Minister Miller this afternoon: [Marc Miller](#) [▷PŁΔ·▷ó<Ä·ΔΔ³](#) on X: ["Manitoba has requested support from my department to extend the work status of 6,700 temporary residents who are employed in Manitoba, and whose work permits expire in 2024. This represents a challenge as Manitoba counts on those workers to meet its labour needs." / X \(twitter.com\)](#) (see sub-tweet with his substantive letter). Are you aware of how many MUN PGWP holders may have permits expiring this year?

Thanks,
Katie

Katie Norman, MPA, LLM

Assistant Deputy Minister, Immigration and Population
Growth
Department of Immigration, Population Growth and
Skills
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Phone: 709-729-0217 (office) and 709-682-4400
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From: Norman, Katie
Sent: Wednesday, May 15, 2024 8:25 PM
To: Evans, Barbara
Subject: FW: Target markets
Attachments: Final ACOA 2020.docx, ACOA 2022 Amendement Details.docx

Hi Barb,

Please print these word docs for me.

Thanks,
Katie

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Tuesday, January 11, 2022 2:58 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: Target markets

Hi Katie,

Attached is our original proposal from prior to the pandemic. It was approved but then of course we couldn't do very much before everything shut down. We've been doing virtual fairs, working with Apply Board, and meeting a lot with Trade Commissioners. The amendment attached was sent to ACOA a few weeks before Christmas. Already it is [29\(1\)\(a\), 35\(1\)\(d\)](#) outdated, as we won't be doing some of the events in person any more. [REDACTED]

Would you like to have a follow-up conversation together sometime to just go over this information? I'd really appreciate your insights and directions.

Sonja

Dr Sonja Knutson
Director, Internationalization Office
Adjunct Professor, Faculty of Education
Memorial University of Newfoundland
709 697 5636
www.mun.ca/international

Voluntarily sharing your vaccination status or other personal health information, for assistance or information about your travel and self-isolation requirements, will be confidential following the privacy practices of Memorial University.

Economic Development through Internationalization

A Partnership between the Atlantic Canada Opportunities Agency and the Internationalization Office and School of Graduate Studies, Memorial University of Newfoundland



Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique



1. **Project title:** Economic Development through Internationalization
2. **Project duration:** January 1 to December 31, 2020
3. **Project co-proponents:** Internationalization Office and the School of Graduate Studies, Memorial University of Newfoundland (with support from the Office of Student Recruitment and English as a Second Language units on both the St. John's and Grenfell campuses).

4. Contact information

Ms. Sonja Knutson, Director, Internationalization Office Memorial University of Newfoundland St. John's, NL A1C 3X8, Canada Email: sknutson@mun.ca Cell: 709-697-5636	Mr. Andrew Kim, Director, Graduate Enrolment Services, School of Graduate Studies Memorial University of Newfoundland St. John's, NL A1C 5S7, Canada Email: akim@mun.ca Telephone: 709-864-8847
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5. **Project description:** This project aims to enhance the economy of the Province of Newfoundland and Labrador through the attraction and retention of international students at Memorial University. The support of ACOA is key for Memorial to continue to be selected as a destination for students to study, then stay.

In 2019 the Memorial – ACOA partnership led to a 13.5% increase in students, and a stunning \$12M (approx.) in new revenue for the Province. In 2018, the partnership saw 11.5% in increased enrolments and \$9.7M in new revenue. Particularly noteworthy is the growth in graduate enrolment. International graduate applications increased by about 40% in Fall 2019 over Fall 2018. International graduate enrolment in Fall 2019 increased by almost 13% over Fall 2018 (and almost 76% over Fall 2013).

International students at Memorial now represent annually well over \$100M in direct foreign revenue, of which tuition represents one third of the total and the remaining two thirds is spent on rent, transportation, food, clothing, and other living expenses.

The project this year takes the direction from the federal government's recent launch of the International Education Strategy 2019-2024 and thus focuses on:

- 5.1. diversifying the target markets of Memorial University
- 5.2. diversifying the programs and campuses in which international students enroll: ESL, Undergraduate and Graduate
- 5.3. increasing overall export revenue to the Province

6. Description of organization and sponsoring departments

6.1 Memorial University of Newfoundland is a comprehensive university established in 1949.

Memorial is home to a vibrant and innovative research community exploring all disciplines including science, medicine, arts, fine arts, social sciences, engineering, education, and business administration. Memorial operates five campuses, with three in St. John's, one in Corner Brook, and one in Harlow, England. Memorial University's mission is to be *an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship, and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador. Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally, and internationally.*¹ Among Memorial University's broad institutional goals are the following:

- Support the academic and personal success of all Memorial students while attending university and upon graduation, by providing the skills and high quality educational opportunities needed to succeed.

¹ Memorial University of Newfoundland (MUN). (2007). *Strategic Plan*. www.mun.ca/strategicplanning/strategicplanjan25webfinal.pdf

- Enhance the university's contribution to the economic, cultural and social development of Newfoundland and Labrador.
- Seek out new opportunities both nationally and internationally.
- Strengthen all facets of the university so that it is competitive in the provincial, national and international environment.²

Memorial is focused on strategic enrolment management, ensuring the students we recruit at all levels, from pre-program English language courses to undergraduate and graduate diplomas and degrees, are supported through all the stages of the student life cycle and provided the best opportunities to remain in the province post-graduation.

- 6.2 Memorial's Internationalization Office (IO) (<http://www.mun.ca/international>), established in 1997, is today located in the Global Learning Centre in Burton's Pond. Since 2015, when Memorial launched the Strategic Internationalization Plan 2020, the office was mandated to lead, partner and support the international work of the University. Its role specific to this proposed project, is to attract international students to contribute to Newfoundland and Labrador through tuition, enhanced research capacity, and meeting labour market needs.

Memorial's Internationalization Office leads the Strategic Internationalization Plan 2020 (SIP 2020) "*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.*" (MUN, 2015). The IO plays a key role in the Atlantic region, contributing significantly to leadership to address pan-Atlantic goals under the Atlantic Growth Strategy. Memorial is committed to identifying the labour market entry supports and challenges of international students, and in fact all newcomers to the province, to contribute more effectively to provincial immigration goals.

- 6.3 The School of Graduate Studies (SGS) (<http://www.mun.ca/sgs>) is the central academic support unit at Memorial University for approximately 4,000 graduate. SGS aspires to provide best-in-Canada supports for graduate students, responsible for graduate enrolment management, graduate student services and skills training, internationalization, faculty supervisor training and supports, administration of graduate student funding and awards, timely completion of graduate programs, and preparation for life and success after graduate school. SGS takes a leadership role in the internationalization of graduate education at Memorial. The School contributes significantly to the University's strategic goals of internationalization and growth by proactively increasing the number of international students enrolled in graduate diploma, master's, and doctoral programs at Memorial. SGS seeks out Memoranda of Understanding with overseas universities and educational ministries to create better opportunities for international student exchange, research collaboration, and joint degree programs. The School also remains committed to supporting the immigration and economic development strategies of the Province of Newfoundland and Labrador and Government of Canada, and in particular at this time, the Atlantic Growth Strategy.

- 6.4 Both the English as a Second Language units and the Student Recruitment Office (SRO) within the Registrarial Offices on the St. John's and Grenfell campuses have provided input on this Project proposal. The primary mandate of the SRO is to recruit undergraduate students from provincial, national and international markets. As recruitment involves a number of units and campuses, the SRO works closely with academic and administrative departments to generate applicants and eventual registrants to Memorial. The English as a Second Language units provide pathways to Memorial's undergraduate and graduate programs, managing several hundred students per year on both campuses.

7. Demonstration of need – internationalization of higher education

² Ibid.

In Canada, at the federal level, both Global Affairs and the Atlantic Canada Opportunities Agency recognize international education as a trade. The federal international education strategy of 2019 acknowledges the need for a concerted and coordinated effort to increase awareness around the world of Canada's high quality education³. International student recruitment is considered an export activity as it brings foreign revenue into the country. From the trends noted in the chart below, it is estimated the amount of foreign revenue entering the Province of NL in 2019 is greater than \$100M.

Summary table I: Number of international students and total annual spending in Canada, by province and territory, 2015 and 2016

	2015 All Students	2015 Total Annual Spending (\$millions)	2016 All Students	2016 Total Annual Spending(\$millions)
Newfoundland and Labrador	2,638	\$58.4	3,227	\$72.6
Prince Edward Island	1,715	\$48.6	2,270	\$68.3
Nova Scotia	12,537	\$352.8	14,063	\$413.4
New Brunswick	4,837	\$124.0	5,178	\$136.4
Quebec	61,880	\$1,692.5	67,534	\$1,887.2
Ontario	195,710	\$6,161.4	233,226	\$7,806.8
Manitoba	11,276	\$287.8	14,298	\$374.8
Saskatchewan	6,814	\$181.0	8,063	\$222.6
Alberta	26,063	\$668.9	30,342	\$823.6
British Columbia	134,324	\$3,236.8	145,691	\$3,726.6
Yukon	25	\$0.6	60	\$1.4
Northwest Territories	9	\$0.2	19	\$0.4
Nunavut	0	\$0.0	0	\$0.0
Canada	457,828	\$12,812.9	523,971	\$15,533.9

Global Affairs Canada. (2017). Economic Impact of International Education in Canada – An Update: Final Report. www.international.gc.ca/education/assets/pdfs/Economic_Impact_International_Education_in_Canada_2017.pdf

Nations with inadequate numbers of educated and trained people often encourage and even fund short-term immigration for further education to develop highly skilled workers, and Canada would like to be a partner for these nations. Due to unrest and restrictions in many traditional study destinations, such as the UK and the US, Canada is poised to take full advantage of its reputation as a safe, friendly and high quality destination for study. In 2019, SGS and IO partnered to create a staff position to manage Sponsored Students and their families, to better position the University to recruit highly qualified sponsored students from Vietnam, China, Ghana, Turkey, Indonesia, the Philippines and other emerging countries. Sponsored students will also provide opportunities for linkages and partnerships with sponsoring governments, universities, and multinational corporations, leading to genuine and sustainable economic ties between the province and nation states around the world.

Undergraduate international students contribute significantly to Memorial. They enhance campus diversity and add to the student experience and learning environment. Additionally, international students pay

³ Global Affairs Canada. (2019). Building on Success: Canada's International Education Strategy (2019-2024). Retrieved from <https://www.international.gc.ca/education/strategy-2019-2024-strategie.aspx?lang=eng>

more than three times the rate of domestic students, thus contributing to the economic well-being of the university. Undergraduate programs are also enhanced through international student engagement. Such programs are well-suited to pathways – a sustainable method of recruiting international students from language schools or college transition year or diploma programs. Through new organizational alignments and the eventual creation of a new institutional enrolment plan, Memorial will pursue undergraduate pathways and identify new enrolment markets in hopes of increasing international undergraduate markets.

The Student Direct Stream is Canadian federal program to support faster study permit processing. Students who apply through this stream are required to submit additional document as part of the study permit application, including purchase of a guaranteed investment certificate, payment of tuition fees, and a minimum IELTS score report. Applications through the Student Direct Stream are known to be processed faster and lead to better success rates. As a result, among the countries we are focusing on this year are those whose students are eligible for this faster and more successful study permit application options.

Among self-funded students Canada is an appealing country to settle upon graduation. Changes to national policies on work permits for international students, post-graduate employment, and immigration have made the transition from studying to living in Canada much easier. In Newfoundland and Labrador, the provincial government has also launched strategic initiatives to retain international students post-graduation. Recognizing both the importance and opportunity of international students as future immigrants to the region, the Atlantic Growth Strategy has identified international student recruitment as an important component of enhancing immigration to the region and already there are significant retention gains of 65% more students retained in the Province between 2013 and 2015.

Retention of international students in NL (Haan, 2018)

2013	2015	% increase in student retention
11%	17%	55%

Internationalization is important for Memorial, not just because of clear direct economic benefits to the region but also indirect impact on trade, commercial, and cultural opportunities⁴ and academic quality and student and faculty development⁵ that are critical for global relevance. As growth areas, we will focus on enhancing our presence in countries that meet any one of the following criteria:

- 1) offer government scholarship programs that support enrolment in full graduate degree programs abroad (e.g., Turkey, Mexico, Indonesia etc),
- 2) are eligible for the Student Direct Stream for Canadian study permits (i.e., China, India, the Philippines, or Vietnam), or
- 3) represent growth markets based on data from research as well as the new federal International Education Strategy, 2019-2024.

8. Project description

Memorial University's international student recruitment project aims to build on the successes of previous international activities supported by ACOA to strategically support economic development of Newfoundland and Labrador. This is also consistent with literature which suggests international activities cannot be isolated⁶ and are proactive measures taken by an institution in light of environmental changes. The project components will involve travel to target markets, securing support of consultants and agencies, marketing and promotion, and strategy development.

⁴ Chakma, A. (2018, Mar. 29). International students are an opportunity, not a cost. *The Globe and Mail*. Retrieved from <https://www.theglobeandmail.com/opinion/international-students-are-an-opportunity-not-a-cost/article4508542>.

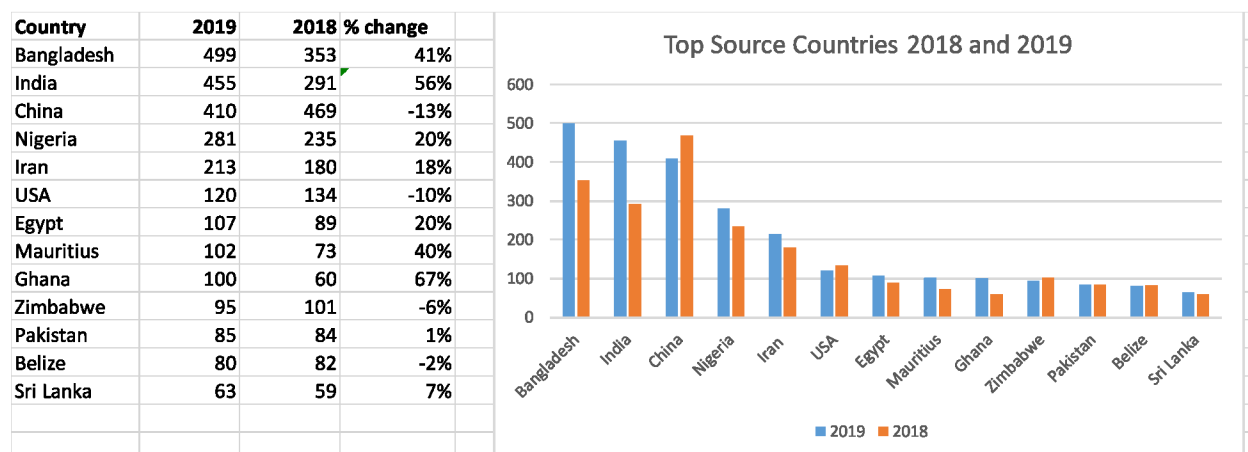
⁵ Knight, J. (2015). Internationalization brings important benefits as well as risks. *International Higher Education*, (46).

⁶ Knight, J. (1999). "Internationalization of Higher Education." In *Quality and Internationalisation in Higher Education*, ed. Organization for Economic Cooperation and Development. Paris, France: OECD Publications.

The SIP 2020 lays out the IO mandate for multi-pronged, multi-campus approach to international recruitment.

- Represent the interests of the whole university while abroad, as well as the needs of the Province, with a focus on the expertise & value proposition of Memorial and pathways to Permanent Residency.
- Frequent meetings and presentations to national education agencies and our own trade commissioners in country is key to our current success in graduate student recruitment.
- Improving coordination of our recruitment activities – ensuring the right resources in the right places at the right times – is beginning to work well, partly because of stretched resources and we have no choice but to work together more efficiently.
- Need to develop regional expertise in the senior staff that can make decisions and advance Memorial while on the ground. Key regions for recruitment and partnerships are: South East Asia, India, China, Northern Europe, Eurasia, Middle East and North Africa (MENA), Sub-Saharan Africa, Latin America.

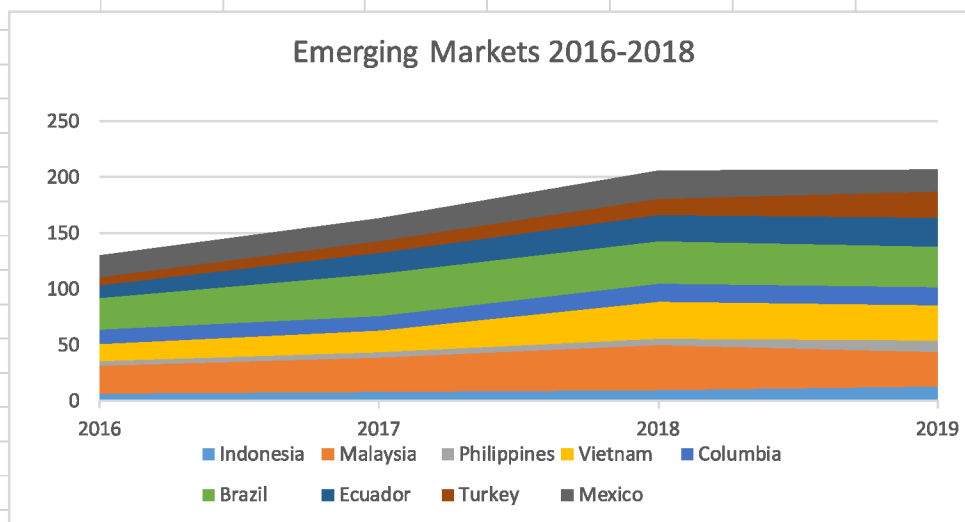
9. Current data on internationalization at Memorial: Memorial currently enrolls more than 3500 international students at all levels (ESL, UG and G). The top source countries for Memorial (with more than 50 students) in 2019 were:



This chart shows significant growth in students from Ghana, India, Bangladesh and Mauritius. It also shows declines in students from China, US, Zimbabwe and Belize. Memorial must continue to focus on its growth markets but also must re-invigorate its work in some of our traditionally strong markets where we are beginning to lag.

The next chart shows the growth of students coming from emerging countries where Memorial has focused its efforts over the past few years:

Country	Indonesia	Malaysia	Philippines	Vietnam	Turkey	Columbia	Brazil	Ecuador	Mexico
2016	7	25	4	15	8	13	28	11	19
2017	8	31	5	19	11	13	38	18	20
2018	10	40	6	33	15	16	38	23	25
2019	13	31	10	32	23	16	36	26	20
% change	86%	24%	150%	113%	188%	23%	29%	136%	5%



The chart on emerging markets shows Memorial has made steady gains, but total numbers remain small. Memorial recognizes the need to increase our on-the-ground presence in these countries, as students from these countries are good students and highly interested in immigration, however we face a number of challenges:

- Memorial has been challenged by 6 years of budget cuts which have made it impossible to increase the number of staff involved in international recruitment.
- As target markets diversify, we lessen our exposure to risk of reliance on too few markets. This is good, however, the manpower required to maintain a strong presence in multiple countries is high.
- Parents in increasing numbers of countries work with trusted 3rd party agencies to place their children in universities abroad. They lack the time, language skills and knowledge to confidently send their children abroad without the support of an agency.
- Memorial works with few agencies, mostly due to our low tuition and fees (approx. \$12K/year) which is an inhibiting factor when we negotiate rates with agencies.

Memorial recognizes a need for improving our presence globally through multi-modal pathways, to work across units more efficiently and to conserve the energies of our recruitment teams by strategic engagement with consultants.

10. Focus on South East Asia

Besides the above, Memorial recognizes the need to have a specific strategic focus and support on South East Asia, taking strategic directions from Canadian Trade Commissioners in the first instance and understanding the need for eyes and ears on the ground. For this Memorial is looking at a few organizations abroad that work closely with Canadian post-secondary institutions to support our work in South East Asia. Should the funding for this work be approved, an RFP process will be launched to secure the best bid for this work. This next section outlines the rationales and the countries where Memorial must be more strategically active.

India: (University partnerships, leveraging Shastri relationship, agent networks)

Canada continues to be one of the top destinations for Indian students going abroad, along with the U.S., U.K. and Australia. India now represents the second largest source country for international students in Canada (124,000[1]), an increase of 63% since 2016.

For Indian students abroad, physical safety and feeling unwelcome are major concerns. Canada tends to be perceived as ethnically diverse and peaceful, with a highly reputable education system. Furthermore, Canada represents excellent value when compared with the more expensive education market in the U.S. Finally, Canada's liberal immigration policies, which seek to attract skilled immigrants, holds strong appeal for Indian students.

India is a highly price-sensitive market. The majority of northern Indian students opt for one- or two-year Post-Graduate college diplomas and certificate programs. In southern India a greater value is placed on the overall quality of the education received, particularly at the Graduate and Post-Graduate levels.

Challenges in HE for India

- Shortfall in qualified faculty – 40%
- Faculty development still a challenge for pedagogical approach: Exam centric focus instead of acquisition of knowledge (which we experienced with our QE2 students)
- Paradigm shift to quality HE

Malaysia: (highly competitive market, excellent students, invest time in relationship building)

University (Undergraduate): Most of the Malaysians studying abroad are pursuing undergraduate studies. Unfortunately, Canada's high quality education, living conditions, affordability and cultural diversity is not as well-recognized in Malaysia as in other key international education markets. Malaysia presents opportunities for institutions prepared to invest time and effort into student recruitment.

University (Graduate/PhD): Malaysia currently ranks third among ASEAN countries in Masters and PhD enrolment, behind Singapore and Thailand. Malaysia has seen steady, but limited, growth in students undertaking postgraduate programs overseas.

Other (Offshore campuses/Curriculum selling): The establishment of international branch campuses in Malaysia is driven by demand from domestic students who cannot secure or afford places in Malaysian universities and foreign students who view Malaysia as a cost effective, comparatively safe and high quality education destination. International Branch Campuses continue to expand in Malaysia, with a Chinese institution joining existing Australian and British ones.

Indonesia: (Graduate student pathways, fully funded government scholarships)

The Indonesian Ministry of Research, Technology and Higher Education (MORTHE) is retooling scholarships and focused on doctoral training for junior faculty. Memorial is positioned to offer places to 7-10 doctoral students annually which are fully funded by MORTHE. There is also an arising possibility to work with midwifery programs.

Priority areas:

- Food Resilience: Agriculture Farming, Livestock, Food Safety, Food Processing
- Energy Resilience: Renewable Energy, Geothermal, Solar Power, Biomass, Biofuel, Hydropower, Wind Power
- Connectivity: Industrial Automation, Industrial Components Production, Aircraft Mechanic and Aircraft Maintenance, Infrastructure Construction, Infrastructure Maintenance, Infrastructure Material and Products, Big Data Architecture, Data Science and Machine Learning, Data Analyst
- Healthcare: Midwifery, Nursing, Nutrition, Pharmacy, Medical Rehabilitation
- Commerce: Logistic/Supply Chain, E-Commerce, Fin-tech. Business Administration/Leadership

Brunei: (new market for Memorial, based on advice of expanding off-shore and aquaculture training)

Among Brunei's small population, Canada enjoys a positive reputation. Challenges in the Brunei education market include: aggressive marketing by Australia, U.K., and the U.S.A.; perceptions about cold weather and Canada's remoteness; and lack of engagement in the market by Canadian post-secondary institutions.

Competition for government scholarships for studying abroad (of which the total offered has been reduced due to budget deficits) is fierce. A recent change in the selection criteria for government scholarships, as well as recent positive results among post-secondary education agents, has renewed the interest Brunei's secondary school graduates have in regards to Canada. In its updated education strategy, the MoE has noted the importance of exposing Bruneian scholars to different countries, experiences and cultures. Bruneians are now encouraged to venture out to other countries, such as Canada, the U.S. and north Asia. With this new direction, Canada has moved up on the list of destinations of choice for higher education.

Decisions influenced by whether or not students apply for government scholarship or loans. In doing so, they are obliged to adhere to the list of MoE approved institutions, which is rankings-based. The MoE list is based on any of the three world university ranking (i.e.: QS World University rankings, Times Higher Education University Rankings and Shanghai Jiao Tong University Rankings). Students who choose Canadian universities listed in the top 250 are eligible for government scholarships and preferential loans.

Philippines: (continue to build relations with CHED, work with agents, explore transfer student market potential).

Ranked the 12th most populous country worldwide with a population of at least 100 million, the Philippines has become one of the fastest growing economies in Asia, next to China. The number of Philippines-based students who choose Canada as their education destination has significantly increased. In 2015, there were 3,065 students in Canada from the Philippines, making it Canada's second-largest source of students in the ASEAN, after Vietnam.

The Philippines has long been a primary source of immigrants and workers for Canada, thus there are expat communities in most parts of the country.

High academic standards remain the primary decision-making factor amongst Filipinos. Scholarship programs offered, followed by overseas work opportunities (including working while studying), international recognition of qualifications, better professional opportunities upon return to the Philippines, the cultural environment and being able to travel in different countries are other motivators.

Filipino parents consider Canada an education destination that offers a safe learning environment, which is a factor of increasing importance in their decision-making process. Also, many students begin studying in local junior colleges and after a couple of years then decide what they wish to study towards a degree, thus it is a transfer student market.

South Korea: (Agents and University partnerships)

As of 2017, Korea is the third-largest source country of international students in Canada, preceded only by China and India. For Canadian universities, there is potential to recruit high-achieving students directly from the country by enhancing brand awareness and establishing partnerships with local institutions.

Similar to other Asian countries, Korea is a highly competitive agent-driven market. Education agents play a critical role in determining the choice of destination for students. Identifying qualified agents is a key to success in student recruitment and marketing, and word of mouth has also proven to be an important and effective channel.

Taiwan: (University partners have connections to Taiwanese government to leverage Memorial presence)

Taiwan is a quality and stable source of international students for Canada, which is currently ranked as the fourth most popular study and research destination, after the U.S., U.K., Australia and Japan. Canada receives approximately 5,330 Taiwanese students per year, for both long- and short-term studies.

New education initiatives from Taiwanese government to support scholarships abroad.

Thailand: (Develop relationships with government and universities in order to attract PhD students)

Canada is considered by Thais to be a safe environment, with friendly people, high quality education and standard of living. However, many Thai students and parents are not familiar with Canadian education and lack awareness of competitive value or opportunities for work and immigration. Public secondary school in Thailand does not adequately prepare students for study abroad in post-secondary. Thus recruitment needs to focus in private institutions and work with guidance counselors and agents.

Thai Government offers scholarships fund junior faculty to obtain doctoral degrees abroad.

Vietnam: (Meet agents, gain intel on new retooled scholarship program and explore having a base in Hanoi at the NL school site)

Canada is increasingly considered a popular overseas study destination among Vietnamese students and their families. With the launch of the pilot Canada Express Study program in 2016 and more efficient visa processing, together with Canada's growing brand image as an open and welcoming country for foreign students, Canada's education profile in Vietnam increased dramatically. Visa applications doubled in 2017 compared to the previous year while the number of Vietnamese students in Canada increased from approximately 7,500 to 14,095.

Canada is seen as a high quality of education, peaceful and safe country, great study and living environment, competitive cost, attractive work and immigration opportunities, and most recently efficient visa procedure. Canada is also viewed as a great research destination, with well-funded institutions, excellent research capacity and facilities, as well as high-quality professors and faculty.

Key factors influencing the choice of international education destinations include: quality of education (rankings), study environment, family connections, cost, and work and immigration opportunities. Among these, family connections and work and immigration opportunities have been important drivers for Canada, but recently the latter has become a dominant factor

Vietnam is an agent-driven market, with 80% of students going overseas to study with the assistance of agents. Word of mouth is also an important and effective marketing channel.

11. Project activities and objectives

Memorial University's activities for this project are as follows:

11.1. Develop the market intelligence and tools to address our capacity to ensure opportunities in emerging markets are leveraged. This work will examine emerging markets for patterns for international demand and interest in what Memorial and the province has to offer (excellent academic programs, reasonably priced tuition, safe and comfortable environment, strong industry links, and immigration friendly policies). It will continue to build on the competitive insights gained through participation in the pan-Atlantic project recommendations on digital media analysis led by the Atlantic Association of Universities as outlined in the report tabled in 2017.

Objectives for this include the following:

11.1.1. Ensure Memorial is competitively positioned to attract undergraduate international students through culturally/nationally appropriate strategies.

11.1.2. Provide a detailed strategic analysis of our entry into these emerging markets.

11.1.3. Recommend measures either for improving existing tools or developing new tools to seize new opportunities.

11.1.4. Identify anticipated outcomes for entering emerging markets.

11.2. Explore the opportunity that educational consultants provide to the recruitment of students.

While Memorial has contracted with educational consultants since 2004, the number has been low. As these consultants become more important to the recruitment process on a global scale, Memorial must also adjust. Countries such as Australia and New Zealand have been highly successful in their recruitment of international students. In 2018 in Australia, for example, 75% of international students were recruited by educational consultants. (International Education Agents, docs-edu.govcms.gov.au/system/files/doc/other/international_education_agents-_overview_report.pdf).

Memorial understands the role that educational consultants play, particularly in emerging markets. Not only can they act as a “Memorial” presence within markets, they can also help parents and students with the application and transfer into studies within Memorial/Canada. With this in mind, Memorial must increase its complement. Increasing our capacity will require new efforts due to the process of identifying, vetting, hiring and training these consultants

11.3. Devise a strategy for Memorial in South East Asia.

11.4. Develop at least five new agreements with partners and countries.

11.5. Increase the percentage of international students enrolled at Memorial by 15% over 2019 (results for this project will be available in November 2021), representing new revenues to the province of over \$15M.

The project will be overseen by the Director, Internationalization Office and Director, Graduate Enrolment Services, School of Graduate Studies, with a joint report to ACOA on project outcomes.

Specific activities are as follows:

Memorial University has historically looked to recruitment missions based on anchor events or self-organized events as a strategy to broadly enhance international partnerships and support economic development in the province. In this proposal, we have also engaged our campus at Grenfell, which is experiencing significant growth from international students.

We intend to participate in major international education expos and trade fairs for the purpose of broad promotional activities, one-on-one student or agent meetings, regional market intelligence gathering, and university/government partnership discussions. We will optimize the opportunities stemming from the new federal strategy, immigration practices and changing geopolitical circumstances. This next section provides some highlights of our combined plans for recruitment for 2020.

- Southeast Asia: Memorial has much potential in all of SE Asia, and Section 10 provides a separate strategic approach for the full region. As we prepare for a more robust entry to the market, we continue to carry out our normal operations. 2019 enrolment from SE Asia. Current enrolment from the entire region is steady at about 18% per year, but we are lagging behind pan-Canadian growth, simply because due to our distance from SE Asia, we are not able to spend as much time on the ground as we need to. We will send a delegation once again to the Asia-Pacific Association of International Educators in March 2020, when the expo will be held conveniently in Vancouver, BC.

At the Graduate level, the Vietnam International Education Development (VIED) scholarship program has long supported the training and development of professionals and academics in the country. Over the past few years, Vietnamese grad enrolment has almost tripled. We plan to continue recruiting Vietnamese master’s and PhD students in the meantime in anticipation of a new scholarship program, and use missions to the region to gather market intelligence. Similarly, there are graduate scholarship programs in Indonesia (Dikti) and the Philippines (CHED) which we are accessing.

At the Undergraduate level, Memorial has earmarked new undergraduate scholarships for Indonesia and has promoted this through social media posts and online advertising. This, along with participation in the Jakarta EduCanada fair (deemed to be among one of the best recruitment fairs offered by Canada) and school visits, will bolster Memorial's presence and recruitment uptake for undergraduate enrolment. Such is also the case for Vietnam and the Philippines. These markets have also been earmarked for new funds for undergraduate scholarships. While there is no EduCanada fair in either for winter 2020, Memorial visited both markets in 2019. A return to the market will include follow-up with prospective students/ applicants generated in 2019, visits with schools/universities, and agent meetings. The Study Direct Stream (SDS) in Vietnam, along with Memorial's continued work in both markets, should provide a good foundation for recruitment success.

Indonesia

- Continue to promote the entrance scholarships program
- Continue to build on Memorial's profile, particularly amongst high school-aged students and their influencers
- Secure 20 undergraduate applications for 2020-2021
- Secure an agent (or two) within this market (as agents are important for continued and extended market presence)
- Promote ESL program and seek bridging program opportunities into undergraduate/graduate studies
- Gather further information about effective recruitment strategies for the market

Vietnam

- Continue to promote the entrance scholarships program
- Continue to build on Memorial's profile, particularly amongst high school-aged students and their influencers
- Secure 20 undergraduate applications for 2020-2021
- Meet/train primary agent and seek/vet/train new agents for the future
- Promote ESL program and seek bridging program opportunities into undergraduate/graduate studies
- Gather further information about market strategies to enable greater recruitment success

Philippines

- Continue to promote the entrance scholarships program
- Secure 20 undergraduate applications for 2020-2021
- Seek/vet new agents for the future
- Promote ESL program and seek bridging program opportunities into undergraduate/graduate studies
- Gather further information about market strategies to enable greater recruitment success

Malaysia

- Secure 20 undergraduate applications for 2020-2021
- Continue to build on Memorial's profile, particularly amongst high school-aged students and their influencers
- Work with Memorial alumni and other contacts within the region to assess viability of extended contract work for Memorial for recruitment and other partnership opportunities.

- China (recruitment through PhD Workshop): Memorial has been a longstanding partner with the China Scholarship Council (CSC). While the number of Chinese graduate students has stayed relatively the same over the past three years, China remains the top source country for international graduate students at Memorial. Maintaining the connection with the CSC and recruiting a regular stream of Chinese sponsored PhD students and is important for Memorial to maintain its visibility with the Chinese government as one of the top research universities in Canada. While undergraduate numbers in China have dropped temporarily because of student quality issues, we expect to begin to increase again with an improved strategy and in-country representatives. At the graduate level, Chinese student numbers are growing slowly and steadily over the past several years.

- **South/Latin America:** Memorial's outreach initiative in Latin America under the Emerging Leaders of the Americas (ELAP) scholarship program remains an important part of our university's strategy in this region. Since our initial work in November 2015, Memorial has developed MoU's with institutions from Guatemala, Ecuador, Columbia, Dominican Republic, Barbados and Jamaica. Latin/South America offer multiple opportunities for sponsored graduate students, including Brazil (CAPES), Chile (Becas Chile), Colombia (ICETEXT), and Ecuador (SENESCYT). The number of graduate students from these four countries increased by 50% over the past three years, with the biggest growth from Brazil and Colombia.

The countries of Honduras, El Salvador, and Ecuador are ideal for undergraduate recruitment, and a return mission following up on work in 2019 would support undergraduate (and ESL) recruitment work. Because of Memorial's price point and proximity, students from the region see Memorial as a viable option for study. A constant presence is needed in market. This should include school visits, agent meetings/training, one-on-one meetings with prospects/families, etc. Furthermore, ESL bridging programs and programs that enhance those already well versed in the English language are in great demand in Ecuador.

- Continue to increase Memorial's profile in key areas, particularly in national and international high schools
- Secure 25-30 applications for undergraduate studies for 2020-2021
- Meet/train primary agent for recruiting ESL/undergraduate students

Mexico: Memorial recently became part of the CALAREO consortium, which now qualifies eligible Mexican students to obtain scholarships for graduate study at Memorial. In 2018, Memorial participated in its first CONACYT fair – our first year of eligibility. The number of Mexican graduate students has almost doubled in the past three years. As a top source country for international students in Canada, Mexico is an important region for Memorial's focus. In Mexico, the Canadian Higher Education Mission (CHEM) which will take place March 1-5, 2020, follows up on a Fall 2019. Memorial sent a representative to this market as a member of the the Canada and Latin America Research and Exchange Opportunities consortium (CALAERO). This event is a highly targeted recruitment circuit to top high schools in the Mexico City area. Spring will also include peripheral cities where Memorial is anticipated to make strong impact.

- Continue to build on the momentum of the visit in fall 2019
- Visit international schools with students who have the financial and academic means to study at university level in Canada.
- While there meetings will be held with partners to seek additional market intelligence and support in recruitment, partnerships, etc.
- Train primary agent and seek/visit/visit new agents in the region.

- **Asia (India) and Eastern Europe/Eurasia:** Turkey/Romania/India The EURIE conference in Turkey represent new opportunities for Memorial as source countries for sponsored graduate students from several countries, such as Kazakhstan, where the Bolashak International Scholarship Program is offered to top graduate students interested in pursuing degrees abroad. Eligibility is normally restricted to top internationally ranked universities, and MUN has had earlier discussions to determine if MUN can become eligible at the program level. For Turkey, MUN is close to finalizing an agreement to co-fund doctoral students under the Türkiye Scholarship program. We also hope to promote MUN as a study destination at the EURIE conference which hosts many universities from the Eurasian region and also carry out a site visit to Romania where we have strong connections with the Academy of Science.

India represents an important emerging opportunity for both Canada and Memorial. Graduate recruitment in India is focused in two areas, both at the master's level in alignment with degree preferences. First, we plan on participating in the EduCanada MBA Tour. Business/management is one of the three most popular disciplines among international students in Canada, and the EduCanada tour is the most cost-effective way of reaching quality MBA candidates in India. Second,

we hope to send a delegation to India as part of a multiple-city mission to recruit directly from universities that MUN has strong partnerships with. This tour will focus on STEM, humanities, and social sciences disciplines. It is anticipated that India will be visited twice by the Internationalization Office to investigate research partnerships, once in conjunction with a mission to Romania and once immediately following the EURIE conference. The trips will be done in conjunction to support travel efficiencies, as well as the undergraduate focused one described next.

Nepal/Uzbekistan Recruitment Mission (as add on to India Undergraduate mission): This is a follow-up mission to Nepal (first visit was in early 2019) and an exploratory mission to Uzbekistan and will be an “add-on” to an existing mission to India. Memorial has a presence in India and the initial visit to Nepal in January 2019 demonstrated that there is significant student recruitment opportunities in that country. Students are mobile and many have the means to travel abroad to study. As for Uzbekistan, Memorial has had several applicants from this market and has a very active and interested guidance counselor contact within the region who has suggested that Memorial's offerings (and price point) make it very attractive for expats studying in international schools in the area. (See market research for both countries in section 6.2) Nepal will involve participation in the IC3 fair (a fair that brings together guidance counselors and admissions/recruitment personnel), visits with agencies and high school visits/presentations. School visits and agency meetings (and training sessions) will be at the center of the two day visit to Uzbekistan.

- Nepal
 - Build profile for Memorial in Nepal via an established international event that brings together school counselors and university personnel
 - Goal of 10-15 applications for the fall 2020 intake.
- Uzbekistan
 - Gain greater profile opportunities for Memorial in a market that has great potential.
 - Goal of 5-10 applications for fall 2020 intake.
 - Vet/secure/train one or two agents for future recruitment activities.
- Sub-Saharan Africa: 2019 growth for Sub-Saharan Africa was 20% higher than 2018, representing 126 international students and close to \$4M foreign funds for the Province. This trend is anticipated to continue, but requires robust efforts to ensure our presence is recognized. We plan to return to Ghana and Ethiopia for Graduate programs and partnerships.

West African nations are some of the fastest growing economies in the world and some of the most important sources of international students. The regions are rich in natural resources and have significant industries in marine transportation, which closely align with the strengths and interests of MUN. Both Ethiopia and Ghana have established full national scholarships for higher studies abroad, often funded by both government agencies and industry. The mission to Ethiopia and Ghana will operate similar to the second mission to India – intended to establish relationships with funding agencies, recruiting graduate students through campus visits and a fair, and engaging with faculty members to develop industry sponsored research collaborations which will further support and require graduate students.

- Europe will be the site of a Fair organized by the CIS, bringing together university admissions/recruitment representatives and ~400 international guidance counselors and administrators. Not only does it provide an avenue for showcasing Memorial, it also provides opportunities for Memorial to learn more about markets and to arrange site visits. European growth is modest at 5%, and more can be done to raise awareness of Memorial through participation in this workshop which brings representatives of key organizations e.g. International Baccalaureate. Other work in Europe, such as the QS and THE workshops, bring awareness and market intel.
 - Gain greater market intelligence
 - Work with international school personnel to determine if future visits are welcome/viable within various markets. Mission/visits can also be determined/formatted.
 - Meet with members of IB, Cambridge and other organizations to gain better understanding of testing, curriculum, etc. and gain better knowledge of best practices

- Gain greater information about the work of our Canadian and international competitors

As needed throughout the year (or as per ICEF agent fair schedules), Memorial will be expanding its recruitment outreach for ESL, undergraduate and graduate programs. Travel will be required to meet with on-site consultants. Some of this can be done in market while other times it would take place at ICEF fairs. (ICEF is the premiere forum for building on agent networks, research partnerships, etc. ICEF agent fairs provide a forum for researching and selecting/vetting top agents to help Memorial in international outreach.) Once again Memorial will also participate in the EAIE expo which takes place annually in September. In addition, around the same time, a partnership visit will be organized to meet with Memorial partners in Northern Europe.

United States: The largest international education conference and expo in the world, NAFSA, will be occurring in late May. This is a global conference, but also provides Memorial with an opportunity to raise our profile in the US and attract students and partnerships.

Where possible, Memorial proposes to send two-person delegations as part of each recruitment mission or conference. Each group will have at least one senior representative, usually someone who has a broad view of university research and programs (usually a dean, associate dean, department head, or graduate officer) or someone with strong connections or expertise with a particular region or recruitment aspect. Where feasible and warranted, more than two delegates will participate in the mission.

12. Timeline for overall project

Jan 2020	Launch Project
Jan – Dec 2020	Missions by stakeholders Launch Memorial process for selecting consultant to lead Strategy for SE Asia
Jan 2021	Final report and strategy submitted to ACOA

13. Budget* See Appendix A

For each of these missions, the IO provides the administrative and coordinating function, ensuring each team member is able to fully contribute to the assigned role in business development through training in advance and on-the-ground logistical management. The costs of the coordinating role reflect central coordination and management needs for the diverse group, and to demonstrate Memorial's financial commitment to the overall project.

*Included with the total cost submitted in the application are all HST charged (the GST rebate amounts are identified). MUN pays all HST charges and receives a GST rebate (67% of the 5% GST charged). MUN GST rebate amounts will be reflected in each claim submission.

Meals- is based on MUN's per day \$55USD meal + incidental per diem (approx. \$75CAD)

Budget is an estimate of all costs.

Date	Activity	Rationale	Participants	Budget
Jan 2022	Review of internationalization at Memorial	Business counselling and advice, market and trade development	3 Canadian experts in internationalization. Costs for travel and small stipend	Travel @ \$15,000 Stipend @ \$5,000 Sub-total: \$20,000
Jan 2022 onward	Employment of graduate students	Memorial proposes employing 15 Graduate students from a range of country backgrounds, in order to advance the following recruitment initiatives:	15 grad student assistants	Grad Assistantship's x15 @ \$1,333/each Sub-total: \$19,995
Feb 20-23	AIEA (New Orleans)	<p>US-based expo/conference for recruitment/partnerships/capacity building.</p> <ul style="list-style-type: none"> • Support for International Students to attain Quality Employment and Economic Opportunities: Examples of strategies, programs, initiatives of internationalization that help enhance the employability and the quality of employment or help students create businesses; • Recruitment and retention best practices: Opportunities to learn from institutions who have had success in recruiting from new markets, and how they retain these students who do not already have an expat community. • Partnership development – Networking events for conference participants to meet new international partners, discuss student pathways and mobility. • Capacity building – Info/Intel on funding and opportunities for universities to engage with the United Nations 2030 Agenda (SDGs) for project work, improving global rankings, etc. 	1 staff member	Registration: \$1,121.86 Flight \$1,551.75 Hotel \$1,564.77 Meals \$420 Sub-total: \$4,658.38

Feb 26-27	Columbia Graduate Student Recruitment Fair	Colombia is the fastest growing market for Canada – ESL, undergraduate and graduate. The country provides scholarships, loans and bursaries to students who wish to study internationally. Memorial's presence at this Recruitment Fair is recommended by the Trade Commissioner in Bogota, Colombia.	3 staff members	Registration 3@ \$1,666 \$5,000 Flight 3 @ \$3000 \$9,000 Meals 3 @ 60 x 7 \$1,260 Transportation & incidentals 3 @ \$500 \$1,500 Sub-total: \$16,760
Mar 2-4	EURIE Eurasian conference and Expo (Istanbul)	The Expo Hall allows participants to access Trade Commissioners, government education departments, universities and private sector companies based in Eurasia. The Eurasian market is important for Memorial as we have growing numbers of students from the region and need to ensure we maintain a strong presence. This is the only IHE conference in the Eurasian region and the Expo Hall is set up to allow participants to have B2B meetings. Virtual sessions will be available for those unable to travel to Istanbul.	3 staff members	Registration 3 @ \$400 \$1200 Flight 3 @ \$3000 \$9,000 Meals 3 @ 60 x 7 \$1,260 Transportation & incidentals 3 @ \$500 \$1,500 Sub-total: \$12,960
March 27-31	APAIE (Vancouver)	The APAIE conference is being held in Vancouver, after being postponed for two years during the pandemic. Normally this conference is not very accessible, being held in South East Asia, but this year it is in Vancouver and it is our first opportunity since the pandemic to hold B2B meetings with: <ul style="list-style-type: none"> • GAC Trade Commissioners • Government representatives from around the world, and esp Southeast Asia to discuss opportunities for recruitment, for student scholarships, for research and for capacity building project. • National and regional international education organizations and associations to provide perspectives 	5 staff members + Memorial booth in Expo Hall (already booked and paid for in 2020)	Hotel 5@ \$300 x 7 \$10,500 Flight 5@ \$3,000 \$15,000 Meals 5@ \$60 x 8 \$2,400 Transportation & incidentals 5 @ \$500 \$2,500 Sub-total: \$30,400

		<p>on new and arising opportunities in their regions.</p> <ul style="list-style-type: none"> Private sector pathway companies that support international students to transition to Memorial's academic programs. 		
May 31 - June 3	NAFSA (Denver)	<p>The NAFSA Conference and Expo is the largest global trade fair for the education and training sector, with pre-pandemic attendance topping 10,000 participants from around the world.</p> <p>The Canada Pavilion on the Expo floor provides a one-stop shop opportunity to meet with current international partners, and to develop new connections. Memorial will have our own display space and tables to maximize our presence.</p> <p>The purpose of the travel for the four staff is to:</p> <ol style="list-style-type: none"> Hold B2B meetings with institutional representatives from around the world Meet with education agents; Increase visibility and recognition of the University; Gather information and trends that are critical to our own decision-making; Carry out market research on the products and services related to IHE that might assist students with a smoother transition. 	4 staff + Memorial Space in the Expo Hall	<p>Hotel 4@ \$300 x 7 \$8,400 Flight 4@ \$3,000 \$12,000 Meals 4@ \$60 x 8 \$1,920 Transportation & incidentals 4 @ \$500 \$2,000</p> <p>Sub-total: \$24,320</p>
TBD	Graduate recruitment in countries offering scholarships	<p>Destinations and timing will depend on the Trade Commissioner meetings from AIEA, APAIE, and NAFSA conferences. Memorial will plan and participate in three Grad student recruitment missions:</p> <ul style="list-style-type: none"> Scholarship programs, university partnerships, and meetings with TC's 	Each mission should have minimum 3-4 staff: to manage workload as well as mitigate risk (ie if someone becomes ill or has to self-isolate,	<p>Hotel 4@ \$300 x 7 \$8,400 Flight 4@ \$3,000 \$12,000 Meals 4@ \$60 x 8 \$1,920</p>

		<ul style="list-style-type: none"> • Groups of 4, including SGS rep • 3 reps from FEAS, Science, FBA, HSS, Medicine, MI, Grenfell, Education • Reach at least two countries • Travel from April to July 2022 • 8-day, 7-night mission 	there are other staff members to assist with missed meetings, as well as support the incapacitated staff member.	Transportation & incidentals 4 @\$500 \$2,000 Sub-total: \$24,320
January 2021 to August 2022	Virtual fairs registrations for undergraduate (with exception of FPP fairs in Feb-March, 2021 which included graduate participation) education fairs	Due to the pandemic, our outreach via travel has been stymied. It is for this reason that virtual fairs (and our online presence) have been critical for our recruitment of students. As we move into 2022, onsite opportunities continue to emerge. The following expenditures (and affiliated spreadsheet, see attached) include (1) costs we have incurred in 2021 and (2) costs which we could anticipate in 2022.		Committed/Completed in 2021 for which we have not yet sought funding: \$39,362 Committed/paid funds for 2022: \$427 Anticipated fairs for which we are intending to participate and for which we hope to seek financial support: \$22,384 Sub-Total: \$62,173
				Total: \$261,882.38

From: Wheeler, Zachary <zwheeler@mun.ca>
Sent: Thursday, May 16, 2024 6:39 PM
To: Knutson, Sonja, Norman, Katie
Subject: Re: Target markets
Attachments: ACOA BDP 2023 MUN International Expenses.xlsx, ACOA BDP 2023 MUN International.docx, Final ACOA 2020 budget.xlsx, Final ACOA 2020.docx

[For the final document see pgs. 111 to 125](#)

Hi Katie,

Please see attached. I've included both the project narratives and mission breakdowns for each project. Our recent request followed a similar format to these two.

Zach

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Zach Wheeler | Coordinator, Finance and Administration
 B.Comm. (Co-op), M.Ed. (IT)

Internationalization Office
 Memorial University of Newfoundland
 St. John's, Newfoundland and Labrador
 T 709 864 4053

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Thursday, May 16, 2024 6:02 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Wheeler, Zachary <zwheeler@mun.ca>
Subject: RE: Target markets

Hi Katie,

I have last year's here and copied Zach Wheeler in my office who is our lead on all things ACOA so he could send you 2023 and 2022.

If you have any questions, don't hesitate. I just sent the proposal and not the excel spreadsheet of the budget line items, but if you need those, Zach can also help.

Warm regards
 Sonja

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Wednesday, May 15, 2024 8:26 PM
To: Knutson, Sonja <sknutson@mun.ca>
Subject: RE: Target markets

Hi Sonja,

In advance of a meeting I have with ACOA next week to advocate for need for this type of support to MUN, are you able to share with me copies of your recent year proposals? I'd like to make sure I'm well informed.

Thanks,
 Katie

ACOA BDP - 2023 - Proposed Expenses					
Conferences 2023					
Date	Location	Conference Name	Participants	Cost	Notes/Participants
Feb 19-22	Washington, D.C.	AIEA	1	\$5,000	Sonja Knutson
Feb 19-22	Washington, D.C.	AIEA	1	\$5,000	Student Recruitment - tbd
Feb 26- Mar 4	Jordan and Istanbul	EURIE	2	\$10,000	Sonja Knutson /Octavia Dobre
March	South Africa	AIMS Recruitment	1	\$5,000	Marco Merkli
March 13 - 24	Bangkok/South Korea	APAIE	4	\$20,000	Sonja Knutson/Andrew Kim/Chris Hibbs/Bing Chen
March 13 - 17	Bangkok	APAIE	1	\$5,000	Student Recruitment - tbd
April 15-29	Brazil	FAUBAI	2	\$10,000	Sonja Knutson
May 30 - June 2	Washington, D.C.	NAFSA	4	\$20,000	Chris Hibbs/Andrew Kim
Sept 26-29	Rotterdam	EAIE	2	\$10,000	Lead from Memorial will be supported by Moncton project
June 25-28	Victoria, B.C.	BCCIE	2	\$10,000	Sonja Knutson
June 25-28	Victoria, B.C.	BCCIE	1	\$5,000	Student Recruitment - tbd
November 6-8	Las Vegas	CAIE	1	\$5,000	Chris Hibbs
November 6-8	Las Vegas	CAIE	1	\$5,000	Student Recruitment - tbd
November 15-24	China	PhD Workshop	2	\$20,000	Andrew Kim /Bing Chen
November 5 - 7	Berlin	ICEF	2	10,000	Student Recruitment - tbd
August 23 - 24	India	ICS	2	10,000	Student Recruitment - tbd
TBD	China	EduCanada at CEE	2	10,000	Bing Chen/Sarah Teo
Subtotal			31	\$165,000	

Regions of Focus 2023					
Date	Location	Focus area	Participants	Cost	Notes/Mission Lead
TBD	Nepal and Uzbekistan	Site visits	2	\$10,000	Faculty of Medicine rep + IO
Winter 2023	China and South Asia	Site visits	2	\$10,000	Bing Chen/Sarah Teo
July 2023	Vietnam and Malaysia	Site visits	2	\$10,000	Andrew Kim /Sarah Teo
Fall 2023	Mexico/Colombia/Chile	Site visits	2	\$10,000	Bing Chen/Sarah Teo
June 2023	Bangladesh	Site visits	2	\$10,000	SGS / IO
Winter 2023	Sub saharan/ Eastern Africa	Site visits	2	\$10,000	Possibly Sonja as she may be in the region at that time.
May 2023	Indian Sub-Continent	Site visits - IN and F	4	\$20,000	S Knutson/Mumtaz Cheema/Sukhinder Cheema/April Pike
TBD	Egypt	Institutional visits	3	\$15,000	Sonja Knutson, Fac of Ed rep, one more?
TBD	New Admin Capital Cairo	Uni of Canada in Eg	3	\$15,000	Sonja Knutson / Andrew Kim/Bing Chen
TBD	CARICOM region	Institutional visits	2	\$10,000	Grenfell campus rep + Chris Hibbs Focus on green economy
TBD	Colombia (Universidad Antonic	Institutional Partner	1	\$35,000	Thomas Young, Melissa Halford
August	Southern Africa	Site visits	2	\$10,000	August is a good time as the IEASA conference happens then.
Winter 2023	Southeast Asia	Site Visits	3	\$15,000	Student Recruitment/Faculty reps/Grenfell
Winter 2023	Indian Sub-continent	Site Visits	3	\$15,000	Student Recruitment/ 2 Faculty reps/Grenfell
Winter 2023	Nepal and Bangladesh	Site Visits	1	\$15,000	Student Recruitment - SJ
Spring 2023	Southern Africa	Site Visits	1	\$5,000	Student Recruitment - SJ
Spring 2023	Mexico/Colombia/Belize	Site Visits	2	\$10,000	Student Recruitment - SJ and Grenfell
Fall 2023	India/Bangladesh	Site Visits	3	\$15,000	Student Recruitment/ 2 Faculty reps/Grenfell
Fall 2023	Middle East	Site Visits	2	\$10,000	Student Recruitment - SJ and Grenfell
Winter/fall 2023	Emerging Markets	Virtual Fairs	2	\$10,000	Student Recruitment - SJ and Grenfell
Subtotal			27	\$260,000	

Market Intelligence Activities 2023					
Activity	Focus area	Participants	Cost	Notes	
Educational Consultants	Undergrad		\$20,000	(Is this for Study Portals?)	
Educational Consultants	Grad		\$10,000		
Market intelligence webinars			\$5,000		
Subtotal			\$35,000		

Brand Promotion and Marketing 2023					
Activity	Focus area	Participants	Cost	Notes	
Printing & translation of MUN promotional materials			\$10,000		
Promotion and advertising on grad school directories			\$40,000		
Development of market entry strategies			\$40,000		
Subtotal			\$90,000		
Total			\$550,000		

ACOA support	\$412,500
MUN funding	\$137,500

Economic Development through Internationalization

A Partnership between the Atlantic Canada Opportunities Agency and the Internationalization Office of Memorial University of Newfoundland



Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique



1. **Project title:** Economic Development through Internationalization
2. **Project duration:** Feb 1, 2023 to March 1, 2024
3. **Project co-proponents:** Internationalization Office, Memorial University with support of School of Graduate Studies, and Offices of Student Recruitment on both the St. John's and Grenfell campuses.

4. Contact information

Ms. Sonja Knutson, Director, Internationalization Office
 Memorial University of Newfoundland
 St. John's, NL A1C 3X8, Canada
 Email: sknutson@mun.ca | Cell: 709-697-5636

5. **Project description:** This project aims to enhance the economy of the Province of Newfoundland and Labrador through the attraction and retention of international students at Memorial University. The support of ACOA is key for Memorial to continue to be selected as a destination for students to study, then stay.

Memorial has partnered with ACOA on missions abroad for recruitment and partnerships for more than a decade with the results as outlined here:

Int'l student numbers at Memorial

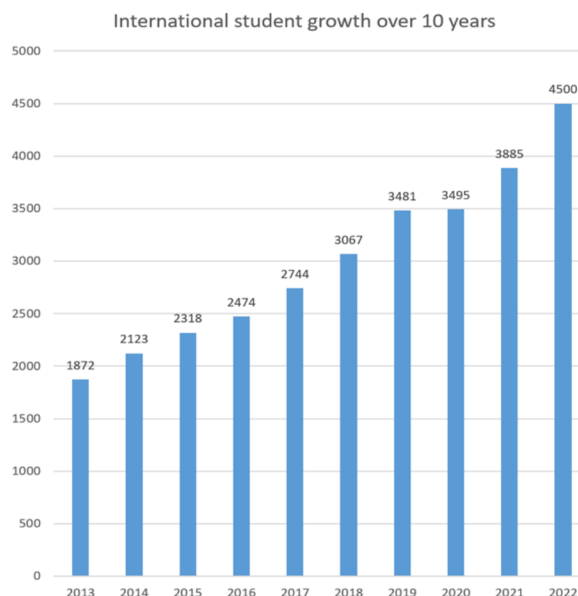
2013-2022:

2018 > 2022 represents close to
50% IS growth.

Memorial Fact Book

Est. \$200 million economic impact
on Province

Global Affairs Canada – Canmac Economics Ltd, Aug 2020.



International students at Memorial now represent annually an estimated \$200M economic impact, the majority of which goes into direct community spending on rent, transportation, food, clothing, and other living expenses.

The project this year takes the direction from the federal government's recent launch of the International Education Strategy 2019-2024 and thus focuses on:

- 5.1. diversifying the target markets of Memorial University,
- 5.2. diversifying the programs and campuses in which international students enroll, and
- 5.3. increasing overall export revenue to the Province.

6. Description of organization and sponsoring departments

6.1 Memorial University of Newfoundland is a comprehensive university established in 1949. Memorial is home to a vibrant and innovative research community exploring all disciplines including science, medicine, arts, fine arts, social sciences, engineering, education, and business administration. Memorial University is committed to being:

A university for the province: playing a leading role in Newfoundland and Labrador's future.

A university for the world: engaging globally and acting locally. We bring the world to the province and the province to the world.

A university for our future: being an engine of innovation and creativity, inventing resilient, sustainable, vibrant and inclusive tomorrows.

Memorial is focused on strategic enrolment management, ensuring the students we recruit at all levels, from pre-program English language courses to undergraduate and graduate diplomas and degrees, are supported through all the stages of the student life cycle and provided the best opportunities to remain in the province post-graduation.

6.2 Memorial's Internationalization Office (IO) (<http://www.mun.ca/international>), established in 1997, is today located in the Global Learning Centre in Burton's Pond. Since 2015, when Memorial launched the Strategic Internationalization Plan 2020, the office was mandated to lead, partner and support the international work of the University. Its role specific to this proposed project, is to attract international students to contribute to Newfoundland and Labrador through tuition, enhanced research capacity, and meeting labour market needs.

Memorial's Internationalization Office leads the Strategic Internationalization Plan 2020 (SIP 2020) *“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.”* (MUN, 2015). The IO plays a key role in the Atlantic region, contributing significantly to leadership to address pan-Atlantic goals under the Atlantic Growth Strategy. Memorial is committed to identifying the labour market entry supports and challenges of international students, and in fact all newcomers to the province, to contribute more effectively to provincial immigration goals.

7. Demonstration of need – internationalization of higher education

In Canada, at the federal level, both Global Affairs and the Atlantic Canada Opportunities Agency recognize international education as a trade. The federal international education strategy of 2019 acknowledges the need for a concerted and coordinated effort to increase awareness around the world of Canada's high quality education¹. International student recruitment is considered an export activity as it brings foreign revenue into the country. As noted above, it is estimated the amount of foreign revenue entering the Province of NL due to international students in 2022 is around \$200M.

Nations with inadequate numbers of educated and trained people often encourage and even fund short-term immigration for further education to develop highly skilled workers, and Canada would like to be a partner for these nations. Due to unrest and restrictions in many traditional study destinations, such as the UK, Australia and

¹ Global Affairs Canada. (2019). Building on Success: Canada's International Education Strategy (2019-2024). Retrieved from <https://www.international.gc.ca/education/strategy-2019-2024-strategie.aspx?lang=eng>

the US, Canada is poised to take full advantage of its reputation as a safe, friendly and high quality destination for study. Memorial University is well-positioned to recruit highly qualified sponsored students from Vietnam, China, Ghana, Turkey, Indonesia, the Philippines and other emerging countries. Sponsored students will also provide opportunities for linkages and partnerships with sponsoring governments, universities, and multinational corporations, leading to genuine and sustainable economic ties between the province and nation states around the world.

Undergraduate international students contribute significantly to Memorial. They enhance campus diversity and add to the student experience and learning environment, and contribute to the financial sustainability of the university. Furthermore, undergraduate programs are also enhanced through international student engagement. Such programs are well-suited to direct recruitment and partnership pathways.

Among self-funded students Canada is an appealing country to settle upon graduation. Changes to national policies on work permits for international students, post-graduate employment, and immigration have made the transition from studying to living in Canada much easier. In Newfoundland and Labrador, the provincial government has also launched strategic initiatives to retain international students post-graduation. Consistently, Memorial University international students indicate a majority have a preference for staying in the Province post-graduation, and while data is challenging (once a student leaves Memorial, we can no longer track where they go) extrapolation of trends noted by the research from Haan (2013, 2015) suggests a third of international students stay post-graduation for at least one year.

Internationalization is important for Memorial, not just because of clear direct economic benefits to the region but also indirect impact on trade, commercial, and cultural opportunities² and academic quality and student and faculty development³ that are critical for global relevance. For international student attraction and partnerships, we rely on Global Affairs' Education Trade Commissioners who are country experts. We spend a great deal of time with our trade commissioners, both virtually and in person, so they know our University and our Province well and can best advise us where to go. As growth areas, we will focus on enhancing our presence in countries that are recommended and supported by EduCanada.

8. Project description

Memorial University's international student recruitment project aims to build on the successes of previous international activities supported by ACOA to strategically support economic development of Newfoundland and Labrador. This is consistent with literature which suggests international activities cannot be isolated⁴ and are proactive measures when taken by an institution in light of environmental changes. The project components will involve travel to target markets, securing support of consultants and agencies, marketing and promotion, and strategy development.

The SIP 2020 lays out the IO mandate for multi-pronged, multi-campus approach to international recruitment.

- Represent the interests of the whole university while abroad, as well as the needs of the Province, with a focus on the expertise & value proposition of Memorial and pathways to Permanent Residency.
- Frequent meetings and presentations to national education agencies and our own trade commissioners in country is key to our current success in graduate student recruitment.

² Chakma, A. (2018, Mar. 29). International students are an opportunity, not a cost. *The Globe and Mail*. Retrieved from <https://www.theglobeandmail.com/opinion/international-students-are-an-opportunity-not-a-cost/article4508542>.

³ Knight, J. (2015). Internationalization brings important benefits as well as risks. *International Higher Education*, (46).

⁴ Knight, J. (1999). "Internationalization of Higher Education." In *Quality and Internationalisation in Higher Education*, ed. Organization for Economic Cooperation and Development. Paris, France: OECD Publications.

- Improving coordination of our recruitment activities – ensuring the right resources in the right places at the right times – is beginning to work well, partly because of stretched resources and we have no choice but to work together more efficiently.
- Need to develop regional expertise in the senior staff that can make decisions and advance Memorial while on the ground. Key regions for recruitment and partnerships are: South East Asia, India, China, Northern Europe, Eurasia, Middle East and North Africa (MENA), Sub-Saharan Africa, Latin America.
- Another key piece identified by EduCanada is the interest by la francophonie to engage with Anglophone institutions. Memorial's IO regularly communicates with the local francophone recruitment agency in St John's in order to ensure collaboration on newcomer attraction.

While Memorial has been challenged by 8 years of severe budget cuts, we have significantly increased tuition which will eventually build a more sustainable approach to this work. Memorial recognizes a need for improving our presence globally through multi-modal pathways, to work across units more efficiently and to conserve the energies of our recruitment teams by strategic engagement with consultants.

9. Focus on Asia

Memorial recognizes the need to have a specific strategic focus and support on Asia, taking strategic directions from Canadian Trade Commissioners in the first instance and understanding the need for eyes and ears on the ground, and from the Province which is looking to Memorial for pathways to specific fields, particularly partnerships and recruitment into the Health Sciences fields.

India: (University partnerships on Health Sciences, leveraging Shastri relationship, agent networks)

Canada continues to be one of the top destinations for Indian students going abroad, along with the U.S., U.K. and Australia. For Indian students abroad, physical safety and feeling unwelcome are major concerns. Canada tends to be perceived as ethnically diverse and peaceful, with a highly reputable education system. Furthermore, Canada represents excellent value when compared with the more expensive education market in the U.S. Finally, Canada's liberal immigration policies, which seek to attract skilled immigrants, holds strong appeal for Indian students.

Challenges in HE for India

- Shortfall in qualified faculty – 40%
- Faculty development still a challenge for pedagogical approach: Exam is centric focus instead of acquisition of knowledge, clinical placements may be sub-par.
- Paradigm shift to quality HE

Pakistan: (University partnerships for Climate Change, Nursing and Agriculture, direct recruitment)

Canada is working hard to raise its profile in Pakistan. There is interest in both graduate and undergraduate offerings. One of the most interesting areas is working with universities to support their development of programs to address current areas of concern in Pakistan. The government of Pakistan is engaged in setting up new universities to which Memorial's existing faculty-to-faculty relationships in the country are well-suited. This can lead to sustainable pathway streams whereby aligned curriculum allows students to transfer to Memorial smoothly and easily.

Malaysia: (highly competitive market, excellent students, invest time in relationship building)

University (Undergraduate): Strong opportunities for institutions prepared to invest time and effort into student recruitment.

University (Graduate/PhD): Strong Masters and PhD enrolment; students well prepared to undertake this level of study.

Indonesia: (Graduate student pathways, fully funded government scholarships)

The Indonesian Ministry of Research, Technology and Higher Education (MORTHE) is retooling scholarships and focused on doctoral training for junior faculty. Memorial is positioned to offer places to 7-10 doctoral students annually which are fully funded by MORTHE.

Priority areas:

Food Resilience: Agriculture Farming, Livestock, Food Safety, Food Processing

Energy Resilience: Renewable Energy, Geothermal, Solar Power, Biomass, Biofuel, Hydropower, Wind Power

Connectivity: Industrial Automation, Industrial Components Production, Aircraft Mechanic and Aircraft Maintenance, Infrastructure Construction, Infrastructure Maintenance, Infrastructure Material and Products, Big Data Architecture, Data Science and Machine Learning, Data Analyst

Healthcare: Midwifery, Nursing, Nutrition, Pharmacy, Medical Rehabilitation

Commerce: Logistic/Supply Chain, E-Commerce, Fin-tech. Business Administration/Leadership

Brunei: (good market for Memorial, expanding off-shore and aquaculture training)

Among Brunei's small population, Canada enjoys a positive reputation. Challenges in the Brunei education market include: aggressive marketing by Australia, U.K., and the U.S.A.; perceptions about cold weather and Canada's remoteness; and lack of engagement in the market by Canadian post-secondary institutions. Memorial is expecting 7 new students from Brunei in Winter 2022, our first ever, and thanks to previous support by ACOA.

Philippines: (Strong relationship with CHED, work with agents, explore transfer student market potential).

Ranked the 12th most populous country worldwide with a population of at least 100 million, the Philippines has become one of the fastest growing economies in Asia, next to China. The number of Philippines-based students who choose Canada as their education destination has significantly increased. In 2015, there were 3,065 students in Canada from the Philippines, making it Canada's second-largest source of students in the ASEAN, after Vietnam.

The Philippines has long been a primary source of immigrants and workers for Canada, thus there are expat communities in most parts of the country.

Filipino parents consider Canada an education destination that offers a safe learning environment, which is a factor of increasing importance in their decision-making process. Also, many students begin studying in local junior colleges and after a couple of years then decide what they wish to study towards a degree, thus it is a transfer student market.

South Korea: (Agents and University partnerships)

As of 2017, Korea is the third-largest source country of international students in Canada, preceded only by China and India. For Canadian universities, there is potential to recruit high-achieving students directly from the country by enhancing brand awareness and establishing partnerships with local institutions.

Similar to other Asian countries, Korea is a highly competitive agent-driven market. Education agents play a critical role in determining the choice of destination for students. Identifying qualified agents is a key to success in student recruitment and marketing, and word of mouth has also proven to be an important and effective channel.

Taiwan: (University partners have connections to Taiwanese government to leverage Memorial presence)

Taiwan is a quality and stable source of international students for Canada, which is currently ranked as the fourth most popular study and research destination, after the U.S., U.K., Australia and Japan. Canada receives approximately 5,330 Taiwanese students per year, for both long- and short-term studies.

New education initiatives from Taiwanese government is to support scholarships abroad. Uncertainty as a result of China is a strong driver.

Thailand: (Develop relationships with government and universities in order to attract PhD students)

Canada is considered by Thais to be a safe environment, with friendly people, high quality education and standard of living. However, many Thai students and parents are not familiar with Canadian education and lack awareness of competitive value or opportunities for work and immigration. Public secondary school in Thailand does not adequately prepare students for study abroad in post-secondary. Thus recruitment needs to focus in private institutions and work with guidance counselors and agents.

Thai Government offers scholarships to fund junior faculty to obtain doctoral degrees abroad.

Vietnam: (Meet agents, gain intel on new retooled scholarship program and explore having a base in Hanoi at the NL school site)

Canada is increasingly considered a popular overseas study destination among Vietnamese students and their families. Key factors influencing the choice of international education destinations include: quality of education (rankings), study environment, family connections, cost, and work and immigration opportunities. Among these, family connections and work and immigration opportunities have been important drivers for Canada, but recently the latter has become a dominant factor

Vietnam is an agent-driven market, with 80% of students going overseas to study with the assistance of agents. Word of mouth is also an important and effective marketing channel.

10. Project activities and objectives

Memorial University's activities for this project are as follows:

- 10.1. Through participation in internationalization conferences such as NAFSA, APAIE, EURIE, EAIE, and CAIE, maintain the market intelligence and tools to address our capacity to ensure opportunities in emerging markets are leveraged.

Objectives for this include the following:

- 10.1.1. Ensure Memorial is competitively positioned to attract undergraduate international students through culturally/nationally appropriate strategies.

- 10.1.2. Review Trade Commissioner strategic analyses of our entry into emerging markets.
- 10.1.3. Identify anticipated outcomes for entering emerging markets.
- 10.2. Maintain a presence in Memorial top markets as we move forward with the message of increased tuition fees.
- 10.3. Develop awareness of Memorial in five new countries/regions including countries in la francophonie.
- 10.4. Increase the percentage of international students enrolled at Memorial to 25% of total enrolment.

Specific activities are as follows:

Memorial University has historically looked to recruitment missions based on anchor events or self-organized events as a strategy to broadly enhance international partnerships and support economic development in the province. In this proposal, we have also engaged our campus at Grenfell, which is experiencing significant growth from international students.

We intend to participate in major international education expos and trade fairs for the purpose of broad promotional activities, one-on-one student or agent meetings, regional market intelligence gathering, and university/government partnership discussions. We will optimize the opportunities stemming from the new federal strategy, immigration practices and changing geopolitical circumstances. This next section provides some highlights of our combined plans for recruitment for 2023.

- Continue to promote the entrance scholarships program
- Continue to build on Memorial's profile, particularly amongst high school-aged students and their influencers.
- Visit international schools with students who have the financial and academic means to study at university level in Canada.
- Gather further information about effective recruitment strategies for the market
- Promote ESL program and seek bridging program opportunities into undergraduate/graduate studies
- Seek/vet new agents for the future
- Visit agencies overseas and ensure training is updated and messaging is clear and transparent.
- Work with Memorial alumni and other contacts within each region to assess viability of extended contract work for Memorial for recruitment and other partnership opportunities.

Where possible, Memorial proposes to send two or three -person delegations as part of each recruitment mission or conference. Each group will have at least one senior representative, usually someone who has a broad view of university research and programs (for example a dean, associate dean, department head, or graduate officer) or someone with strong connections or expertise with a particular region or recruitment aspect. Where feasible and warranted, more than two delegates will participate in the mission.

11. Timeline for overall project

Feb 2023	Launch Project
Feb 2023-Feb 2024	Missions by stakeholders
Feb 2024	Final report and strategy submitted to ACOA

12. Budget* See Appendix A

For each of these missions, the IO provides the administrative and coordinating function, ensuring each team member is able to fully contribute to the assigned role in business development through training in advance and on-the-ground logistical management. The costs of the coordinating role reflect central coordination and

management needs for the diverse group, and to demonstrate Memorial's financial commitment to the overall project.

*Included with the total cost submitted in the application are all HST charged (the GST rebate amounts are be identified). MUN pays all HST charges and receives a GST rebate (67% of the 5% GST charged). MUN GST rebate amounts will be reflected in each claim submission.

Meals- is based on MUN's per day \$55USD meal + incidental per diem (approx. \$75CAD)

Budget is an estimate of all costs.

Market Intelligence activities	Reg. or Venue Fees	Travel	Accommodations	Meals	Subtotal
Meeting and training educational consultants (UG recruitment)					\$20,000
Market intelligence webinars and workshops (QS/Times Higher Ed)	\$2,000	\$1,500	\$1,000	\$300	\$4,800
Market intelligence consultants (focus on India Sub-Continent, Middle East, Africa)					\$10,000
Brand Promotion and Marketing					
Off-shore printing or packaging/posting and translation of MUN promotional materials (print/online)					\$10,000
Organization memberships (CALAREO, CBIE, Shastri, WUSC, SAR, CIS, etc.)					\$25,000
Promotion and advertising on grad school directories (eg. Study Portals, Find A Masters)					\$30,000
Develop Market entry strategy for SE Asia					\$30,000
St John's and Grenfell campus UG					
CIS International Forum - 1 person 4 days Europe-based Fall 2020	\$1,200	\$1,800	\$675	\$300	\$3,975
Nepal and Uzbekistan 1 person 7 days Winter 2020	\$650	\$2,500	\$1,575	\$510	\$5,235
Philippines, Vietnam, Indonesia, Malaysia Spring 2020	\$2,900	\$4,100	\$2,925	\$1,000	\$10,925
Vietnam, Indonesia, Philippines 2 ppl 14 days Fall 2020	\$7,600	\$7,500	\$5,850	\$2,025	\$22,975
Latin America: Ecuador/Honduras/El Salvador 1 person 10 days		\$3,400	\$2,250	\$800	\$6,450
Mexico - CHEM Fair 1 person 5 days Spring 2020	\$4,000	\$2,000	\$900	\$360	\$7,260
Mexico - CHEM Fair 1 person 5 days Fall 2020	\$4,000	\$2,000	\$900	\$360	\$7,260
Latin/Central America (Belize, Panama, Colombia, etc.) 2 ppl 10 days Spring 2020	\$1,000	\$5,500	\$4,500	\$1,300	\$12,300
South Eastern Africa (Lesotho, Mauritius, etc.) 2 ppl 10 days Spring 2020	\$3,500	\$6,000	\$4,500	\$1,300	\$15,300
Indian Sub-Continent (India, Bangladesh) 1 person 10 days Spring 2020	\$3,000	\$2,500	\$2,250	\$650	\$8,400
Partnership development with CNAQ 1 person		\$2,500	\$1,125	\$325	\$3,950
Middle East (Kuwait, Qatar, UAE, Bahrain, etc.) 1 person 10 days Spring 2020	\$1,500	\$3,000	\$2,250	\$650	\$7,400
Southeast Asia (Vietnam) 1 person 7 days	\$500	\$2,500	\$1,575	\$325	\$4,900
Latin/Central America (Belize, Panama, Colombia, etc.) 2 ppl 10 days Fall 2020	\$1,000	\$5,500	\$4,500	\$1,300	\$12,300
South Eastern Africa (Lesotho, Mauritius, etc.) 2 ppl 10 days Fall 2020	\$3,500	\$6,000	\$4,500	\$1,300	\$15,300
Indian Sub-Continent (India, Bangladesh) 1 person 10 days Fall 2020	\$3,000	\$2,500	\$2,250	\$650	\$8,400
Middle East (Kuwait, Qatar, UAE, Bahrain, etc.) 1 person 10 days Fall 2020	\$1,500	\$3,000	\$2,250	\$650	\$7,400
SGS/O					
Japan/South Korea recruitment and partnerships 2 ppl 10 days		\$5,000	\$4,500	\$1,300	\$10,800
Nigeria/Ghana/Ethiopia recruitment (own fair and university visits) 2pp 10 days	\$3,000	\$6,800	\$4,500	\$1,690	\$15,990
Malaysia + Brunei 2ppl 10 days	\$1,500	\$6,000	\$4,500	\$1,690	\$13,690
Guyana, Ecuador and Colombia recruitment 2ppl 7 days	\$1,500	\$6,000	\$3,150	\$1,170	\$11,820
Vietnam + Indonesia 2ppl 10 days Spring 2020	\$2,000	\$6,000	\$4,500	\$1,690	\$14,190
Vietnam recruitment + TBD SE Asian country 2ppl 10 days Fall 2020	\$1,500	\$6,000	\$4,500	\$1,690	\$13,690
Philippines recruitment + TBD SE Asian country 2 ppl 10 days Spring 2020	\$2,000	\$5,000	\$3,500	\$1,690	\$12,190
Philippines recruitment + TBS SE Asian country 2 ppl 10 days Fall 2020	\$2,000	\$5,000	\$3,500	\$1,690	\$12,190
China recruitment (PhD workshop and alumni event) 2 ppl 9 days	\$7,500	\$5,000	\$3,175	\$1,170	\$16,845
Mexico recruitment (CONACYT fair) 2 ppl 9 days	\$2,000	\$5,000	\$3,150	\$1,170	\$11,320
India recruitment (own fair and university visits) 2 ppl 9 days Spring 2020	\$1,000	\$5,000	\$3,150	\$1,170	\$10,320
Bangladesh recruitment (own fair and university visits) 2 ppl 9 days Fall 2020	\$1,000	\$5,000	\$3,150	\$1,170	\$10,320
India recruitment (MBA tour and university visits) 2 ppl 9 days Fall 2020	\$7,500	\$5,000	\$3,150	\$1,170	\$16,820
EAIE Conference (Europe-based Barcelona) 2 ppl 6 days Fall 2020	\$2,400	\$3,800	\$3,000	\$1,000	\$10,200
NAFSA Conference (US-based St Louis) 3 ppl 5 days Spring 2020	\$3,600	\$3,300	\$3,000	\$1,350	\$11,250
EURIE Conference (Turkey) 2 ppl 7 days Spring 2020	\$3,000	\$4,000	\$2,250	\$1,000	\$10,250
FAUBAI Conference (Brazil) 2 ppl 7 days Spring 2020	\$2,000	\$4,000	\$2,500	\$1,000	\$9,500
APAIE Conference (Asia-Pacific Vancouver) 4 ppl 5 days Spring 2020	\$4,000	\$4,000	\$4,000	\$2,000	\$14,000
Project Sub- Total					\$514,915
Project administration fees (Zach Input)					\$
Project Total 2020					

From: Norman, Katie
Sent: Thursday, May 16, 2024 7:47 PM
To: Wheeler, Zachary
Cc: Knutson, Sonja
Subject: Re: Target markets

Thanks very much Zach and Sonja.

Very helpful. I will be in touch if I have any questions as I review.

Best,
Katie

On May 16, 2024, at 6:40 PM, Wheeler, Zachary <zwheeler@mun.ca> wrote:

Hi Katie,

Please see attached. I've included both the project narratives and mission breakdowns for each project. Our recent request followed a similar format to these two.

Zach

.....

Zach Wheeler | Coordinator, Finance and Administration
B.Comm. (Co-op), M.Ed. (IT)

Internationalization Office
Memorial University of Newfoundland
St. John's, Newfoundland and Labrador
T 709 864 4053

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Thursday, May 16, 2024 6:02 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Cc: Wheeler, Zachary <zwheeler@mun.ca>
Subject: RE: Target markets

Hi Katie,

I have last year's here and copied Zach Wheeler in my office who is our lead on all things ACOA so he could send you 2023 and 2022.

If you have any questions, don't hesitate. I just sent the proposal and not the excel spreadsheet of the budget line items, but if you need those, Zach can also help.

Warm regards
Sonja

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Wednesday, May 15, 2024 8:26 PM
To: Knutson, Sonja <sknutson@mun.ca>
Subject: RE: Target markets

Hi Sonja,

In advance of a meeting I have with ACOA next week to advocate for need for this type of support to MUN, are you able to share with me copies of your recent year proposals? I'd like to make sure I'm well informed.

Thanks,
 Katie

From: Knutson, Sonja <sknutson@mun.ca>
Sent: Tuesday, January 11, 2022 2:58 PM
To: Norman, Katie <KatieNorman@gov.nl.ca>
Subject: Target markets

Hi Katie,

Attached is our original proposal from prior to the pandemic. It was approved but then of course we couldn't do very much before everything shut down. We've been doing virtual fairs, working with Apply Board, and meeting a lot with Trade Commissioners. The amendment attached was sent to ACOA a few weeks before Christmas. Already it is outdated, as we won't be doing some of the events in person any more. [REDACTED]

[29\(1\)\(a\), 35\(1\)\(d\)](#)

Would you like to have a follow-up conversation together sometime to just go over this information? I'd really appreciate your insights and directions.

Sonja

Dr Sonja Knutson
 Director, Internationalization Office
 Adjunct Professor, Faculty of Education
 Memorial University of Newfoundland
 709 697 5636
www.mun.ca/international

Voluntarily sharing your vaccination status or other personal health information, for assistance or information about your travel and self-isolation requirements, will be confidential following the privacy practices of Memorial University.

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[This document can be found on page 131](#)

<ACOA BDP 2023 MUN International Expenses.xlsx>

<ACOA BDP 2023 MUN International.docx> [This document can be found on pages 132 to 140](#)

<Final ACOA 2020 budget.xlsx> [This document can be found on page 141](#)

<Final ACOA 2020.docx> [Please see pages 111-125](#)

From: Norman, Katie
Sent: Friday, May 17, 2024 9:47 AM
To: Williams, Gabriel
Subject: Fwd: Funding for International Students

Sent from my iPhone

Begin forwarded message:

From: Dave Boland [REDACTED] 40(1)
Date: May 6, 2024 at 9:12:17 AM NDT
To: "Norman, Katie" <KatieNorman@gov.nl.ca>
Subject: Funding for International Students

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Hi Katie,

29(1)(a), 34(1)(a)(i)

Thanks for reaching out on this. [REDACTED]

[REDACTED] I understand we received a proposal on retention from MUN last week. I will say this is in line with what are seeing in other provinces in terms of ACOA support.

Happy to chat if you like.

Dave

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Friday, May 3, 2024 12:51 PM 40(1)
To: Dave Boland [REDACTED]
Subject: Funding for International Students

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Good afternoon Dave,

I hope this email finds you well.

I understand that ACOA has recently refused a proposal from Memorial University's Internationalization Office (IO) to support international student recruitment. IO has been coordinating MUN's requests to ACOA for recruitment and partner missions for 10 years, including the recent ask of \$600K for missions in 2024-2025. [REDACTED]

34(1)(a)(i), 35(1)(d), 35(1)(g)

Any information you can provide would be appreciated.

Thank you,
Katie

Katie Norman, MPA, LLM

Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)



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From: Norman, Katie
Sent: Wednesday, May 29, 2024 2:05 PM
To: Noseworthy, Tanya
Subject: Re: Newfoundland and Labrador Post-Implementation Reports - SP Received and Processed // Rapports sur l'après-mise en œuvre – PE reçus et traités

Yes, absolutely

Sent from my iPhone

On May 29, 2024, at 1:51 PM, Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca> wrote:

Can. We chat after QP?

Tanya.

Sent from my iPhone

On May 29, 2024, at 1:11 PM, Norman, Katie <KatieNorman@gov.nl.ca> wrote:

Hi Tanya,

A chat would be good. Are you free at 2 pm?

Thanks,

Katie

Sent from my iPhone

On May 29, 2024, at 11:51 AM, Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca> wrote:

Hi,

Yes, I expect we will see lower numbers this fall. Did you have time for a quick chat? I was at the CBIE national Dialogue last week in Ottawa and can give you a quick overview.

Tanya

From: Norman, Katie <KatieNorman@gov.nl.ca>
Sent: Wednesday, May 29, 2024 10:13 AM
To: Noseworthy, Tanya <TANYANOSEWORTHY@gov.nl.ca>
Subject: Fwd: Newfoundland and Labrador Post-Implementation Reports - SP Received and Processed // Rappports sur l'après-mise en œuvre – PE reçus et traités

Hi Tanya,

IO at MUN has shared that they're concerned about declining numbers this year (in light of the ACOA cuts combined with IRCC changes). With 0 approved study permits as of May 6, do you think this will mean fewer students at NL institutions in Sept?

Thanks,

Katie

Sent from my iPhone

Begin forwarded message:

From: "Williams, Gabriel" <GabrielWilliams@gov.nl.ca>
Date: May 29, 2024 at 10:06:50 AM NDT
To: "Norman, Katie" <KatieNorman@gov.nl.ca>
Subject: FW: Newfoundland and Labrador Post-Implementation Reports - SP Received and Processed // Rappports sur l'après-mise en œuvre – PE reçus et traités

Hi Katie,

As discussed.

Gabe

From: Power, Regan <ReganPower@gov.nl.ca>
Sent: Wednesday, May 29, 2024 8:24 AM
To: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Subject: RE: Newfoundland and Labrador Post-Implementation Reports - SP Received and Processed // Rappports sur l'après-mise en œuvre – PE reçus et traités

Hi Gabriel,

We laid out our PAL allocations to institutions in March, but it was mid to late April before institutions came forward with requests. They spent those weeks in between doing some internal prioritization of applications. First PALs were issued back to institutions

late April, so it would make sense that there may not be any applications up to May 6. I would anticipate our first numbers will start to show in the next batch of data we receive.

Regan

From: Williams, Gabriel <GabrielWilliams@gov.nl.ca>
Sent: Tuesday, May 28, 2024 8:09 PM
To: Power, Regan <ReganPower@gov.nl.ca>
Subject: FW: Newfoundland and Labrador Post-Implementation Reports - SP Received and Processed // Rapports sur l'après-mise en œuvre – PE reçus et traités

Hi Regan,

Does no intake of SP applications from Mar. 19 or May 6 present as concerning to you? Wondering when we might see applications begin (perhaps this is coming in future iterations for these data).

Gabe

From: IIR FMRI / FMRI RII (IRCC) <IRCC.IIRFMRI-FMRIRII.IRCC@cic.gc.ca>
Sent: Tuesday, May 28, 2024 5:52 PM
To: Williams, Gabriel <GabrielWilliams@gov.nl.ca>; Power, Regan <ReganPower@gov.nl.ca>; Dredge, Gina <ginadredge@gov.nl.ca>
Cc: IIR FMRI / FMRI RII (IRCC) <IRCC.IIRFMRI-FMRIRII.IRCC@cic.gc.ca>; IRCC.F IGRE DGO / BDG RIE F.IRCC <IRCC.IGREDGO-BDGRIE.IRCC@cic.gc.ca>; Fredericks, Kathryn (IRCC/IRCC) (she, her | elle, la) <Kathryn.Fredericks@cic.gc.ca>; Felske, Johanna (IRCC/IRCC) <Johanna.Felske@cic.gc.ca>
Subject: Newfoundland and Labrador Post-Implementation Reports - SP Received and Processed // Rapports sur l'après-mise en œuvre – PE reçus et traités

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Hello,

Further to PT data requests, please find attached the next data package in our bi-weekly distributions to your office.

This data package includes 2 reports:

1. Report 1. Study permits (excluding extensions) received between March 19, 2024 and May 6, 2024. The data in this report is grouped by DLI, month the application was received, and whether the application was declared as PAL-required or PAL-exempt. The “PAL Exempt” and “PAL Required” groupings are self-declared by the applicant; this data was not obtained by application triage or reviewed by IRCC or CBSA.
2. Report 2. Study permits (excluding extensions) received on or after January 22, 2024 and finalized as of May 6, 2024. The data in this report is grouped by DLI, final decision (approved, refused, withdrawn), final decision month, and whether the application was “PAL Exempt” or “PAL Required”. Withdrawn applications include applicant withdrawals and applications not accepted for processing (e.g. did not include a PAL). Withdrawn applications are not counted against provincial and territorial study permit applications allotments under the cap.

Caveats to note:

3. It is possible that applications may not have been assigned the correct PAL grouping in our tracking system (PAL-Required vs PAL-Exempt) – Ex. Some applications from Private Language Schools or colleges may have incorrectly been identified as PAL-Exempt. IRCC strives to provide the most accurate data possible and apologize for any inconvenience these errors may cause. Rest assured that we are actively working with the service delivery sectors to resolve this issue.
4. Until the necessary Information Sharing Agreements are in place, all values in the report between 1 and 5 are shown as “--”. This is done to prevent individuals from being identified when IRCC data is compiled and compared to other publicly available statistics. All other values are rounded to the closest multiple of 5 for the same reason; as a result of rounding, data may not sum to the totals indicated.

Thank you,

Forum of Ministers Responsible for Immigration

Federal Secretariat

Bonjour,

À la suite des demandes de données des PTs, vous trouverez ci-joint le prochain ensemble de données de distribution bihebdomadaire destiné aux provinces.

Cet ensemble de données comprend deux rapports :

5. Rapport 1. Demandes de permis d'études (à l'exception des prolongations) reçues entre le 19 mars et le 6 mai 2024. Les données dans ce rapport sont regroupées par EED, mois de réception de la demande et exigence ou exemption à présenter une LAP. L'exigence ou l'exemption à présenter une LAP est déclarée par le demandeur; ces données n'ont pas été obtenues à la suite du triage ou de l'examen des demandes par IRCC ou l'ASFC.
6. Rapport 2. Demandes de permis d'études (à l'exception des prolongations) reçues le 22 janvier 2024 ou après cette date et finalisées en date du 6 mai 2024. Les données dans ce rapport sont regroupées par EED, décision finale (approuvée, refusée, retirée), mois de la décision finale, et exigence ou exemption à présenter une LAP. Les demandes retirées comprennent les retraits demandés par les demandeurs et les demandes qui n'ont pas été acceptées aux fins de traitement (p. ex., qui n'incluaient pas de LAP). Les demandes retirées ne sont pas prises en compte dans le calcul des quotas de demandes de permis d'études provinciaux et territoriaux.

Mises en garde :

1. Il se peut que certaines demandes ne se voient pas attribuer le bon regroupement LAP (LAP-requis ou LAP-exempté) dans notre système de suivi des demandes - Ex. Certaines demandes présentées dans les écoles de langues privées ou les collèges peuvent avoir été identifiées à tort comme ne nécessitant pas une LAP. IRCC s'efforce de fournir les données les plus exactes possibles et s'excuse pour tout inconfort que ces erreurs pourraient causer. Soyez assurés que nous travaillons

activement avec les secteurs de la prestation des services d'IRCC pour résoudre ce problème.

1. Tant que des ententes d'échange de renseignements ne sont pas en place, toutes les valeurs entre 1 et 5 contenues dans ces rapports sont représentées par des tirets « -- ». Cette méthode a pour but d'éviter que des personnes puissent être identifiées au moment où les données d'IRCC sont recueillies et comparées à d'autres statistiques accessibles au public. Toutes les autres valeurs sont arrondies au multiple de 5 le plus près pour la même raison; en raison de cet arrondissement, il est possible que la somme des données ne corresponde pas aux totaux mentionnés.

Merci,

Forum des Ministres responsables de l'immigration

Secrétariat fédéral

Immigration, Réfugiés et Citoyenneté Canada /
Gouvernement du Canada

IRCC.IIRFMRI-FMRIRII.IRCC@cic.gc.ca

Study Permit Applications Finalized for those received on or after January 22, 2024 subject to Study Permit Cap Regulations* as of May 7, 2024

No Data Available

*As of January 22, 2024, Study Permit applicants are subject to the Study Permit Cap Regulations whereby they must submit a Provincial Attestation Letter (PAL) unless they meet an exception outlined in the Ministerial Instructions (MIs)

PAL Exempt - Applicants who meet an exception as outlined in the MIs excluding K-12 applicants

PAL Required - Applicants who have a Provincial Attestation Letter (PAL)

All values between 1 and 5 are shown as "--". This is done to prevent individuals from being identified when IRCC data is compiled and compared to other publicly available statistics. All other values are rounded to the closest multiple of 5 for the same reason; as a result of rounding, data may not sum to the totals indicated.

DLIs not associated refers to those that may have had applicant error or no DLI during the application process.

Data Source: Cognos (CBR). Data as of May 6, 2024 12:00:00 AM

Data Compiled by: OPP-DART-TRAP

Data is operational and subject to change.

For approval to release this report externally, please contact the Data Protocol Unit (DPU)

Study Permit Applications Received on or after March 19, 2024 subject to Study Permit Cap Regulations* as of May 7

Note that PAL Groupings are self-declared by applicants. Until an officer reviews the application, it is not confirmed if an applicant falls in the exempt or required group.

No Data Available

*As of January 22, 2024, Study Permit applicants are subject to the Study Permit Cap Regulations whereby they must submit a Provincial Attestation Letter (PAL) unless they meet an exception outlined in the Ministerial Instructions (MIs)

PAL Exempt - Applicants who declared to meet an exception as outlined in the MIs excluding K-12 applicants

PAL Required - Applicants who declared to have a Provincial Attestation Letter (PAL)

All values between 1 and 5 are shown as "--". This is done to prevent individuals from being identified when IRCC data is compiled and compared to other publicly available statistics. All other values are rounded to the closest multiple of 5 for the same reason; as a result of rounding, data may not sum to the totals indicated.

1. DLIs not yet associated refers to those that may have had applicant error during the application process. These will be associated once the IRCC officer has reviewed the application.

Data Source: Cognos (CBR). Data as of May 6, 2024 12:00:00 AM

Data Compiled by: OPP-DART-TRAP

Data is operational and subject to change.

For approval to release this report externally, please contact the Data Protocol Unit (DPU)

From: Norman, Katie
Sent: Thursday, May 30, 2024 8:26 AM
To: Jones, Sharlene
Cc: Williams, Gabriel, Dobbin, Paula
Subject: ISP One-Pager
Attachments: One-Pager - International Study Permit Approvals Update - May 2024.docx

Hi Sharlene,

This is the document that M would like for this am. If you are good with this, could you please provide to him before he goes to his meeting?

Paula, please upload this in HPRM and give a copy of the final version (if Sharlene edits) to Sheri for Karen's folder of items advanced to the Minister while she was away.

Thank you,
Katie

[Katie Norman, MPA, LLM](#)

Assistant Deputy Minister, Immigration and Population Growth
Department of Immigration, Population Growth and Skills
Government of Newfoundland and Labrador
Phone: 709-729-0217 (office) and 709-682-4400 (mobile)



**One-Pager: Updates to International Student Study Permits
May 2024**

- On January 22, 2024, IRCC announced a national cap on international student permit applications.
- IRCC announced that PTs would issue Provincial Attestation Letters (PALs) to prospective international students, who would include the PAL in their study permit application. PTs would be allocated a certain number of PALs annually. The cap applies to international students enrolled in undergraduate and college programs.
- Following intergovernmental negotiation, Minister Miller revised NL's allocation of application spaces to 3,153. At a historic approval rate of 43 per cent, this is expected to result in a maximum of 1355 college and undergraduate level international students coming to the province. This is approximately 10 per cent growth over 2023 levels. However, both EDU and MUN officials have advised IPGS that they expect enrollment to be down in September, due to delays caused by federal implementation of this program during the common intake season, which has resulted in delays in international students applying to IRCC for study permits.
- As of May 6, based on data provided by IRCC to NL on May 28, no college and undergraduate-level study permits have been approved for NL between the period of January 22 and May 6. At a Canadian Bureau of International Students Dialogue last week, the ADM of EDU advised that Minister Miller addressed the low numbers of approvals to date, suggesting that this is a product of the standard 5-6 week processing time, and the fact that many PTs were not issuing PALs until mid-late March 2024. Accordingly, many prospective international students would likely not have had the time to complete the PAL request and study permit application process 5-6 weeks before May 6. EDU expects to see approvals in the next data package from IRCC, which is expected in June. Given the importance of tracking progress under this program to determine impacts if enrollment declines considerably, the Information Sharing Agreement being discussed will be an important enabler of public policy. Real time information is going to be needed with regular data reporting.
- To date, EDU has issued approx. 900 PALs to students planning to attend MUN (more than 500), CNA (more than 300) and Academy Canada (11). [REDACTED] 29(1)(a),
35(1)(d)
- IRCC intends to begin tying eligibility for post-graduate work permits to labour market conditions. This will likely further channel the types of programs international students choose to apply for in order to gain access to a PGWP. IRCC has begun to consult PTs this week on what occupations / sectors should be included, and IPGS is preparing a reply in consultation with EDU. IPGS officials will provide a briefing on this when more details are known.
- A potential dampening of international student arrivals comes at the same time as ACOA deciding to no longer fund international student recruitment at MUN. ACOA recently denied a \$600k proposal, and is now working with MUN on a new proposal on international student recruitment. [REDACTED] 29(1)(a),
34(1)(a)(i) [REDACTED] MUN has recently advised EDU that they spend \$1.5M of their own funding annually on international recruitment, across all faculties and schools.