UNAM: Mexico’s Premier Teaching, Research and Culture Dissemination Institution

Dr. Francisco Trigo, Vice Provost International Affairs
- Founded in 1551 as Real y Pontificia Universidad de México
- In 1910 it is established as The National University of Mexico, gathering the schools founded during the XIXth century
- In 1929 it acquires its autonomy (with full legal capacity to govern itself)
- In 1949 the construction of University City begins, and is officially inaugurated in 1954
**Students** registered at UNAM for the academic year 2016-2017: **349,515**

- **Undergraduate**: 59%
- **High School**: 33%
- **Postgraduate**: 8%

**Full Time Professors**: 12,395  
**Part Time Lecturers**: 28,183
### STUDENT MOBILITY AND ACADEMIC EXCHANGE IN 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming foreign students</td>
<td>7630</td>
</tr>
<tr>
<td>Outgoing UNAM students</td>
<td>3151</td>
</tr>
<tr>
<td>Incoming Academics</td>
<td>1439</td>
</tr>
<tr>
<td>Outgoing Academics</td>
<td>3769</td>
</tr>
</tbody>
</table>
NATIONAL SERVICES PROVIDED

• Seismological Service
• National Astronomical Observatory
  • National Botanical Garden
  • National Library
• National Newspaper and Periodicals Library
  • National Mareographic Service
  • National Herbarium
  • 4 ecological reserves
• Monitoring of the Popocatepetl Volcano
  • Dentistry & Health Clinics
INTERNATIONAL PRESENCE

14 UNAM HEADQUARTERS ABROAD

Extension Schools
- San Antonio, USA. (1944)
- Chicago, USA. (2002)

Centers for Mexican Studies
- Los Angeles (California State University, Northridge) 2005.
- Beijing (Beijing Foreign Studies University) 2012.
- Madrid (Cervantes institute) 2013.
- Paris (Sorbonne Université) 2014.
- Seattle (University of Washington) 2014.
- San Jose (Universidad de Costa Rica) 2014.
- London (King’s College London) 2015.
- Tucson, Arizona (University of Arizona) 2015.
- Boston (University of Massachusetts) 2017.
- Germany (Freie Universität Berlin) 2017.
- South Africa (University of the Witwatersrand) 2017.
INTERNATIONAL PRESENCE

ACTIVITIES DEVELOPED BY THESE OFFICES

Centers for Mexican Studies
1. Promote reciprocal student exchange
2. Increase faculty exchange programs
3. Develop joint research projects
4. Dissemination of Mexican culture
5. Certification of the Spanish language through SIELE exam
6. Promotion of double diploma degrees

Extension Schools
1. Teach Spanish, English or French to students
2. Develop their own exhibitions
3. Continuing education programs
Strategic partner development

Consolidated

Título

Explored

Degree of collaboration

Modalities of collaboration

- General agreement
- Specific student mobility agreement

Joint research

- Workshop
- Student double degree agreement

Joint publications

UNAM office

Abroad office

Joint degree

Scholar mobility

Student mobility

- Invitation letter

- General agreement
INTERNATIONAL PRESENCE AT UNAM

INTERNATIONAL UNIVERSITY HEADQUARTERS UNIT

9 Partners from:

- France
- United States
- Canada
- China
- United Kingdom
- Spain
- Holland

collaborating in our main campus
CHALLENGES*

- Finding the right persons for the roles (Director, Academic Secretary and Culture Dissemination).

- Appropriate Premises (rent vs free).

- Legal challenges in regards to employment law, legal status of a university in a given country, establish or not an NGO, taxes, avoid future liabilities.

- Maintaining direction and evaluation.

*Britta Baron´s presentation.
Brick and Mortar – Offices abroad as a strategy for fostering international engagement

Britta Baron, Vice-Provost & Associate Vice-President (International) University of Alberta
UAlberta’s Global Business Card

- 147 source countries for recruitment; over 7000 international students
- Over 50% of faculty with international background
- 5 strategic partners countries/regions: China, India, USA, Mexico/Brazil, Germany
- 1 comprehensive international unit with 60 full-time staff
- 7 international presences/ liaison officers
UAlberta’s Global Hubs

- **Washington D.C., USA**: Education Abroad, Recruitment, Alumni
- **Curitiba, Brazil**: Education Abroad
- **Berlin, Germany**: Education Abroad, Alumni, PR/Branding, Relationship Building
- **Muscat, Oman**: Capacity Building
- **New Delhi, India**: Recruitment & Limited PR/Branding
- **Lahore, Pakistan**: Recruitment
- **Mexico City, Mexico**: PR/Branding, Capacity Building, Scoping
Rationales

• Flexible mandates & roles and responsibilities for international presences

• 2 main dimensions of mandate:
  • “Ambassadorial” Function
  • Program Implementation

• Demonstrate commitment to region/country/institution
Range of Possible Functions

Program Management

• Recruitment
• International alumni interaction
• Education abroad programs
• Finding and managing internship/co-op opportunities
• International capacity building
Range of Possible Functions

Ambassadorial Function

- Partnership and relationship development and cultivation
- PR and reputation building
- Information gathering on trends and developments in higher education/research
- Scout out new opportunities
Key Qualitative Considerations

- Function-focused vs Person-focused
  - Minimizing longer term commitment vs Building sustainable and competent operations
  - Eyes and ears on the ground (diplomatic function) vs Operational responsibilities
  - Mono-functional vs Multi-functional
  - Delivery of teaching vs PR & Program Management
Challenges

• Finding the right person for the role
• Premises
• Legal challenges in regards to employment law, legal status of a university in a given country, ability to run an independent presence, taxes, etc.
• Maintaining direction and accountability
• Cost-benefit analysis: how do you evaluate
• Exit strategies – avoid long term liabilities
Operational Advantages and Disadvantages

Advantages

• Proximity to students, better risk avoidance and mitigation
• Cultural awareness of local staff
• Reducing need for travel with home team
• Ongoing presence – “putting the university on the map”

Disadvantages

• Challenges with supervision and direction
• Operating in unfamiliar legal territory
UNIVERSITY OF WASHINGTON GLOBAL CENTERS

Gayle Christensen
Associate Vice Provost for Global Affairs
3,000 students study abroad annually in 55 countries of study

7,300 international students

Average annual spend abroad: USD $250,000,000

Global sponsored research in 151 countries

14 entities:

- **12 Global Health**: Botswana, Kenya (2 entities), Malawi, Tanzania, Jamaica, Cote d’Ivoire, S. Africa, Namibia, Haiti (transition), India (transition), Mozambique
- **2 Study Abroad**: Italy, Spain
OFFICES ABROAD: STRATEGY OR NECESSITY?

> Some institutions use brick and mortar as part of their internationalization strategy

> UW had historical offices or critical in-country needs due to research grants
CASE STUDY: GLOBAL HEALTH / I-TECH

> Early 2000s - Large government grants related to HIV/AIDS
  – Needed to be able to fully operate in country with local partners
  – Work limited by not being registered

> Today - International Training and Education Center for Health (Department of Global Health)
  – 13 offices and some 1,000 worldwide staff in Africa, Asia, the Caribbean, Eastern Europe, and the United States.
  – Works with partner organizations to support the development of health work forces and health delivery systems.
FACTORS THAT IMPACT THE NEED FOR LEGAL REGISTRATION

Short-term activity at a foreign location (under 6 months)
- Short-term research activity
- Short-term training of foreign citizens
- UW study abroad programs

Registration in foreign country is **LIKELY NOT** required

Longer-term activity at a foreign location (6 - 12 months)
- UW faculty or staff will relocate to foreign site
- Program needs to hire local citizens as staff
- Activity will generate in-country income
- Funder requirements

Registration in foreign country **MAY** be required

Multi-year, on-going presence at a foreign location
- Program needs to hire local citizens as staff
- Program must lease or rent space to conduct activities
- Program deposits large sums of field advances in a foreign bank account on an on-going basis
- Funder requirements

Registration in foreign country **WILL LIKELY** be required
UWORLD

> Nonprofit corporation established to facilitate foreign registration of UW activities

> UW is sole member

> UW employees as board of directors and officers

> Established legal counsel in each registered country
UWORLD MODEL

State of Washington

University of Washington

UWorld

Program NPOs
(Registered in WA)

Program NGOs
(Registered Country Offices)
CASE STUDY: UW ROME CENTER
UW ROME CENTER

> Started by one faculty member and run by one school in the 1970s

> Now serves entire university, overseen by Office of Global Affairs
  – Largely focused on study abroad for UW undergraduates
  – Encourages courses and other initiatives from all academic fields
  – Works closely with faculty to connect programs to the Italian/Roman context
UW ROME CENTER: STRENGTHS & CHALLENGES

> **Strengths**
  – Historic location in the heart of Rome
  – Support for study abroad

> **Challenges**
  – Self-sustaining
  – Reliant on study abroad students
Over to you: Questions for consideration

- What has worked for you?
- What holds you back?
- How to manage risks?
- How can success be measured?