Results from New Jersey's International Outreach

Under Governor Murphy, New Jersey established itself as The World's State® by leading 14 international missions, opening five international centers, and securing 81 partnership agreements between local and foreign institutions. Leveraging global access through Newark Liberty International Airport and the Port of New York and New Jersey, the state built global alliances that attracted over 3,000 jobs from international companies, resulting in a growth of foreign direct investment (FDI) from $5.6 billion to $13.6 billion. New Jersey also secured the final of the FIFA World Cup 2026TM and rose from 13th to 3rd in FDI rankings over eight years.

The foundation for these economic wins required years of dedicated effort and collaboration. Building on this sustained momentum, this report examines how, over the last eight years, partners in government, business, and higher education have forged agreements to open doors for increased collaboration, investment, and innovation on a global scale.

On the 14 Governor-led Missions, Governor Murphy witnessed 81 partnership agreements, including Memorandums of Understanding and Letters of Intent, between New Jersey partners and those abroad. Specifically, 47 agreements were between universities, 26 between state agencies, four involved business incubators, two focused on corporate research entities, and two on utility supply chains. As a result, these agreements increased job opportunities, spurred research investment, attracted more international company visits to New Jersey, and expanded study abroad opportunities for New Jersey's students and university faculty.

To capture and showcase the state's global engagement—especially in FDI—the NJEDA produced the Global Economic Index report. This report spotlights New Jersey's top global economic partners. The number of MOUs between New Jersey and each country serves as one of five indicators ranking partners. Governor-witnessed MOUs demonstrate how international collaboration has strengthened New Jersey's appeal to foreign companies and universities.

These partnerships rely on the strength of New Jersey's higher education institutions, which continue to attract researchers, students, and funders from across the globe. Of the 80+ MOUs, the local partners were involved in:

To better illustrate the impact of these agreements, here are some examples of outcomes from the MOUs signed on the Governor-led Missions abroad.

Germany

During the 2018 Governor-led Mission to Germany and Israel, the Governor oversaw six partnership agreements. During this Mission, the New Jersey Department of Labor and Workforce Development (NJDOL) signed an MOU with the Association of German Chambers of Commerce and Industry (DIHK). The goal was to exchange best practices on apprenticeship development. A key outcome was NJDOL introducing the County College of Morris (CCM) to the German American Chamber of Commerce. This partnership became pivotal in adapting German-style apprenticeship models to New Jersey.

With this partnership, CCM and the German American Chamber secured a $4 million federal grant. The grant enabled them to analyze the German dual-education system and embed its principles into New Jersey's advanced manufacturing apprenticeship programs. Two companies

joined a pilot. In the pilot, CCM delivered technical coursework, while the German American Chamber facilitated employer engagement and coordinated on-the-job training placements.

One significant innovation from the collaboration was CCM's decision to embed an associate degree option within its apprenticeship structure. This approach was influenced directly by the German model. It marked a departure from traditional U.S. apprenticeships, which had not offered academic degrees. Today, CCM tailors apprenticeships to each employer's needs. They offer credit-bearing coursework or a degree pathway. This strengthens New Jersey's workforce pipeline and expands the value of apprenticeship programs statewide.

During the Mission, the Governor announced the first international New Jersey Center in Berlin. Before the Mission, Choose New Jersey had 114 European companies in its pipeline. In 2025, there were 421. Establishing the Center and showing interest in Germany demonstrates New Jersey's commitment to welcoming companies and people from around the world. In 2025, the New Jersey Europe Center worked with syNEo, a German cosmetics company, to establish its first U.S. office in Hoboken. The six MOUs from the 2018 Mission have strengthened New Jersey's workforce and encouraged German companies to invest and expand in the state.

India

Since 2019, the New Jersey India Center has positioned New Jersey as the top U.S. state for Indian business expansion. The Confederation of Indian Industry's annual report, *"India Roots American Soil*," elevated New Jersey's ranking as a leading state for Indian businesses. New Jersey advanced from #5 in 2015 to #3 in 2024. Owing to New Jersey's leadership and the Center's efforts, the latest report places New Jersey and Texas in a tie for "friendliness towards attracting Indian FDI."

During this time, Choose New Jersey shepherded 31 partnership agreements between New Jersey institutions and Indian institutions, notably agreements with the State of New Jersey, the New Jersey India Commission, the New Jersey Film Commission, Rutgers University, Rowan University, and NJIT. Since the 2019 signing of the sister state agreement between Gujarat and New Jersey, both states have made progress in trade, investment, life sciences, and technology. Gujarat's pharmaceutical sector has benefited from New Jersey's R&D infrastructure. Meteoric Biopharmaceuticals, an Indian company, expanded global operations with a new facility in Morris Plains, New Jersey, in 2022.

- Governor Murphy signed a sister state agreement with Telangana in 2019. It focused on film, media, life sciences, and information technology. This has created a pipeline of high-quality leads and ongoing engagement with key players. These include T-Hub, the Hyderabad Software Enterprises Association (HYSEA), the Bulk Drug Manufacturers Association of India (BDMAI), the Telangana Chamber of Commerce & Industry, and the Telangana Lifesciences Team. The MOU was renewed in 2024, reflecting the commitment to advance this collaboration. Telangana's strong presence in pharmaceuticals has led to significant investments in New Jersey. Aurobindo Pharmaceuticals, one of the largest foreign investors in New Jersey, expanded its operations with a new 170,000-square-foot facility in East Windsor in 2025.

    - Suven Pharmaceuticals further strengthened its presence in New Jersey by acquiring a 56% equity stake in NJ Bio, Inc., a Contract Research, Development, and Manufacturing Organization (CRDMO) based in Princeton in 2024. Dr. Reddy's Laboratories signed a new 53,000-square-foot lease in Plainsboro, further solidifying its presence in the region in 2023.
- In 2025, New Jersey signed a sister state agreement with Karnataka. This followed a Letter of Intent signed by Lieutenant Governor Way in 2024 to grow collaboration. Karnataka is home to Bengaluru, India's Silicon Valley. The MOU marked the culmination of efforts by the New Jersey India Center to deepen ties. Major companies from Karnataka have offices in New Jersey. Wipro, a global leader in IT services with 1,000 employees in East Brunswick, launched its U.S. headquarters in 2023.
    - In 2025, Microland, an AI-first platform-driven technology infrastructure company, opened an office in Iselin. In 2025, Biocon, the global biopharmaceutical company, inaugurated its first U.S. manufacturing plant in Cranbury.

Before the 2019 Governor-led Mission, Choose New Jersey had 20 companies in its pipeline. By 2025, that number had grown to over 500. Among the key achievements, 31 partnerships between New Jersey and India were established to increase FDI through student and research exchanges, collaboration with trade associations, and strategic focus on key regions. In 2025 alone, the Center attracted 21 companies to the state and created 450 jobs.

Korea

In 2023, following a travel break because of COVID, Choose New Jersey organized a Governor-led Mission to South Korea, Japan, and Taiwan. During this mission, the Governor witnessed 27 partnership agreements between the State of New Jersey, NJEDA, Rutgers University, Rowan University, NJIT, and Kean University. During Governor Murphy's 2023 mission to South Korea, Rutgers University and Seoul National University (SNU) signed a key Memorandum of Understanding that has accelerated collaboration across several high-impact health research sectors. Since the agreement, Rutgers and SNU have expanded joint work in pharmaceutical sciences, biomedical engineering and medical devices, cancer research, neuroscience and aging, precision medicine and genomics, and public health. A series of joint symposia, research exchanges, and faculty partnerships, beginning in 2024, has strengthened alignment in these fields, supported by Rutgers' growing role in Korea–U.S. innovation platforms, such as K-BIOX.

- The MOU has also unlocked significant funding and global visibility for New Jersey. Rutgers was selected as a KOBRA Global Research Hub, joining elite institutions such as Harvard, Stanford, and the University of Oxford. Through this initiative, research teams are eligible for up to $400,000 to support international research collaboration with Rutgers University. In addition, a forthcoming agreement with the Korea Association of Medical Colleges provides $360,000 per trainee for long-term postdoctoral placements, channeling new research talent and investment directly into New Jersey laboratories. Collectively, these MOUs strengthen New Jersey's competitiveness in biomedicine by attracting international research funding, expanding partnerships with Korean biotech

firms, and creating a pipeline of high-skill researchers who contribute to the state's innovation economy.

Taiwan

On the Asia Pacific Mission, NJEDA signed an agreement with the Ministry of Economic Affairs, Taiwan, to encourage partnerships aimed at facilitating two-way trade, investment expansion, and economic cooperation. Following the 2023 signing, the trade administration expanded its month-long startup bootcamp, based in Brooklyn, to include a designated day in New Jersey for participants to learn about the state's startup ecosystem. Additionally, in 2025, the trade and investment team introduced Taiwan's DEPO Maxzone, an automotive parts manufacturer and distributor, which broke ground that year in Edison for a new site that would employ 50 people.

Additionally, two of the MOUs that NJIT signed in Taiwan were with National Tsing Hua University and National Taipei University of Technology, both leading institutions. The partnerships will lead to increased research collaborations in key fields such as artificial intelligence, semiconductors, materials and manufacturing, the environment, sustainability, and more. They will also lead to more student exchanges and increase resources.

- National Taipei University of Technology (NTUT): Since the 2023 MOU, NJIT's partnership with NTUT has generated substantial student engagement, with a total of 76 NJIT students participating across language camps, research programs, problem-based learning workshops, and semester exchanges. NTUT has also expanded NJIT's on-campus academic and cultural offerings by providing two visiting Mandarin and culture instructors who have taught 52 NJIT students, while three institutional delegations from Taipei Tech have strengthened academic coordination and paved the way for continued growth.
- National Tsing Hua University (NTHU): Following the 2023 MOU, NJIT's collaboration with NTHU has emphasized academic pathways and mobility, resulting in two NTHU students participating in semester exchanges and the creation of the 3+1+X accelerated degree program in 2025. This partnership remains in a growth phase, with expanding opportunities for joint academic progression and long-term collaboration. Following the Mission in 2024, NJIT established an endowment for students to study at NJIT established by NTHU and NJIT alumni and former NJIT Trustee, Jordan Hu of Riskval (NJ). Hu's contribution marks the single largest philanthropic commitment ever made by an NJIT graduate to the university, and will provide crucial funding that will enhance STEM education and research across campus, and open a range of scholarship opportunities for students, both domestic and international.

Following the Mission, Choose New Jersey opened an Asia Pacific Center to recruit international companies looking to expand into the U.S. Prior to opening the Center, there were 11 companies in the pipeline from Korea, Japan, Taiwan, and mainland China. In 2025, there are 118 companies in the pipeline. In fact, the most prominent job announcement in 2025 came

from the Korean Center, as Celltrion purchased the Eli Lilly plant in Branchburg for $330 million and retained 1,100 jobs.

United Arab Emirates

In May 2025, Kean University joined the Governor-led Mission to the Gulf Arab States. Kean signed two MOUs with the University of Dubai and the American University of Dubai. These partnerships create powerful opportunities for academic and cultural exchange, enriching the learning experience for all. By fostering collaboration with leading institutions in the Gulf Arab States, Kean expanded access, enhanced research, and built a future rooted in equity and global impact. In September, the Kean team headed back to Dubai to expand its initiatives in the region and connect with prospective students in the United Arab Emirates (UAE).

Mexico

As part of the administration's final international initiative, New Jersey City University formalized a Memorandum of Understanding with Universidad de las Americas Puebla. Within just one month, both institutions have begun collaborating to finalize a student exchange program for 2026.

Conclusion

The signing and witnessing of MOUs with international partners is an essential strategy to expand opportunities here in New Jersey and abroad. Over the last two terms, Governor Murphy has cultivated global partners, laying the groundwork for New Jersey to continue leading the world.