



**CITY**  
UNIVERSITY OF LONDON  
— EST 1894 —

Academic excellence for  
business and the professions

# Internationalisation Strategy

Vision & Strategy 2026

City, University of London is undeniably an international university: it attracts students and staff from around the world, has a global alumni network, produces research that addresses issues of global concern and partners with world leading universities.



“Our vision is to become a leading global university and to do that we will embed a global outlook into everything we do at City. The Internationalisation Strategy sets out a clear direction for broader, deeper and more strategic international partnerships and activities to benefit our students and staff and support the growth of our global reputation.”

*Professor Stanton Newman,  
Vice-President International*

# Our vision

Universities operate in a fast-changing, globally interconnected world where knowledge, ideas and people are no longer constrained by national boundaries. To remain competitive, access resources and attract talent universities need to be agile, outward-looking and focused on impact. They will also need a global reputation for academic excellence.

*Vision & Strategy 2026 (V&S26)* sets out where City aspires to be in ten years and is a roadmap based on maintaining its quality trajectory ('better'); achieving growth ('bigger'); and leveraging partnerships within City, across London and internationally. Given the nature of the higher education landscape, this will require strengthening the University's global reputation for academic excellence.

To achieve this City will need to increase the level and impact of its international activity and enhance its global standing. This will require a sustained, informed and coordinated approach that creates a unified sense of direction and leads to a global outlook being embedded into the goals, academic activities and Professional Service functions of the university.

Internationalisation is a transformative process, enabling universities to respond to globalisation over the long-term and, within that, the evolving international higher education landscape. An institution's approach to Internationalisation will be shaped by its unique strengths and relationships, internal context and external profile. It will also be informed by its vision, values and strategic priorities. Internationalisation can enhance an institution's distinctiveness and in so doing provide a means of differentiation.

City's Internationalisation Strategy will inform and drive delivery of the international dimensions within V&S26. The Strategy is comprehensive in scope, affecting a range of the University's activities and services. It is deliberately broad such that it can accommodate and support the different contexts and priorities within City's Schools.

**"In addition to developing an institutional infrastructure which enables City to respond to the challenges and opportunities of a changing world, it is important to undertake activities in direct support of specific strategic objectives within V&S26."**

**"The priority in this respect will be on providing students with a global learning experience and ensuring that members of the global community have opportunities to contribute to and benefit from City's global outlook."**

While the Strategy will evolve as it gains momentum over its ten-year lifespan, it will require a unified, focused and informed approach to international engagement that will maximise the collective impact and visibility of activity and position City to take advantage of emerging opportunities. This will require:

- Creating an enhanced evidence base, including a more complete understanding of international activity at City
- Establishing structures, policies and processes to support a coordinated approach to Internationalisation
- Ensuring Internationalisation is embedded within School Strategic Plans and Professional Service Plans
- Developing frameworks that enable increased focus and prioritisation.

Successful implementation of the Internationalisation Strategy will require long-term commitment, strong leadership and a fully engaged global community. It will also take investment, therefore provision has been made within City's Five-Year Investment Plan.

Internationalisation will lead to multiple benefits. It will increase City's attraction as a destination for the most able students from home and abroad; enhance City's international research activity as a result of the recruitment and retention of outstanding staff and the development of strategic partnerships; and position City to respond to commercial opportunities and gain access to new sources of funding.



# Our approach

**Global universities influence and shape the world. They develop globally-minded students, create and disseminate knowledge with global reach and significance and build global partnerships.**

In defining its vision of a global university it is important that City remains authentic. In implementing the Internationalisation Strategy it will build upon existing international activities and its distinct strengths and characteristics, namely its extensive links with business and the professions; its membership of the University of London and its location in the heart of London.

The following characteristics will define City as a global university:

- An educational experience that produces globally-minded students
- Research that impacts on global issues and policy formulation; locally, nationally and internationally
- Its location in relation to the global opportunities and perspectives that London offers
- Strong relationships with its wider global community of stakeholders, with a particular focus on alumni, employers and partner universities.

City's approach to Internationalisation will be underpinned by the following key principles:

- It will be informed by best practice and evidence
- It will be flexible enough to enable City to respond to emerging opportunities
- It will be inclusive such that it brings measurable benefits to the whole of City's global community
- It will build upon City's five guiding Values as set out in V&S26.



City's Internationalisation Strategy is framed around four inter-related thematic strands: Global Student Experience; Global Opportunities; Global Impact and Global Community. Underpinning these are four broad enabling strands with a focus on Strategic Partnerships; Regional Engagement; People; and Profile.

# Thematic strands



## Global student experience

**Strategic aim:** to provide a high quality learning experience that equips students with the knowledge, skills and attributes to be globally employable and make a positive contribution to the world.

### Context

Twenty-first century graduates will live and work across borders, boundaries and cultures. It is therefore critical that as students they receive an educational experience that prepares them for a global workforce and enables them to respond to the challenges facing the world.

Through its curricula, co-curricular and extra-curricular activities, City will provide all students with a high quality global learning experience. This will be framed around a set of global competencies which build on the five guiding Values set out in V&S26.

### Links to V&S26

- Strategic Priorities: Maintain quality trajectory
- Academic Output KPIs: Student employability, Student experience
- Institutional PIs: Internationalised curriculum.

### Strategic objective 1

Provide internationally informed curricula which incorporate global perspectives and support students to develop their inter-cultural competencies.

### Strategic objective 2

Develop opportunities for students to gain international experience through studying or working overseas or in an international setting.

### Strategic objective 3

Deliver professional development and careers support that is globally relevant and leverages City's global community.

## Global opportunities

**Strategic aim:** to ensure that City continues to attract a diverse and high quality international student body and that its courses are accessible to a wide range of international students.

### Context

A global university needs to have global reach through its alumni. This means recruiting the most able students from around the world and developing delivery models that make high quality education accessible to a wider range of students.

For City to respond to the changing landscape and the opportunities it creates will require an integrated and forward-looking approach. It will also require building close relationships with partner institutions and key external organisations.

### Link to V&S26:

- Strategic Priorities: Achieve growth
- Institutional PIs: Tuition fee income.

### Strategic objective 4

Develop sustainable international student recruitment channels and pathways that are coordinated with other international activities.

### Strategic objective 5

Broaden the range of opportunities through which international students can undertake a short-term period of study at City.

### Strategic objective 6

Extend City's transnational education portfolio by developing strategic partnerships with high quality institutions.



## Global impact

**Strategic aim:** to enhance the quality and global impact of City's research and enterprise such that it contributes to society and the University's global standing.

### Context

For a university to be global, it needs to have impact globally. This extends beyond the educational experience to the way in which it creates, shares and applies knowledge. Whilst this requires acting beyond borders, it also means connecting the local and the global.

City is committed to contributing to the global good through undertaking research of global significance, building capacity within particular sectors and countries and working collaboratively to provide solutions to the key challenges facing the world.

### Links to V&S26:

- Strategic Priorities: Maintain quality trajectory
- Academic Output KPIs: Research
- Institutional PIs: International collaborations, Research Grants and Contracts income, Enterprise income.

### Strategic objective 7

Develop increased capacity and international linkages to support the development of world-class research.

### Strategic objective 8

Ensure that the impact of City's research is felt globally and locally through the exploitation of intellectual property.

### Strategic objective 9

Provide research staff with opportunities to engage with the wider international community and to be leaders of world-class research collaboration.



## Global community

**Strategic aim:** to contribute to the development of vibrant and engaged global community

### Context

A fully-engaged community is a vital component of a global university. Members of the community can be beneficiaries of an institution's global outlook, by way of gaining global perspective. They also contribute to the development of an institution's global outlook through sharing such perspectives.

City is committed to creating an inclusive and supportive community with a shared global vision, built around valuing and embracing diversity. This community includes City staff, students and alumni as well as the institutions and organisations it works with.

### Links to V&S26:

- Strategic Priorities: Leverage partnerships
- Academic Output KPIs: Student employability, Student experience
- Institutional PIs: International collaborations, Staff engagement.

### Strategic objective 10

Deliver a range of opportunities through which members of City's community can gain and share global perspectives.

### Strategic objective 11

Ensure international students make a successful transition to City and engage with and contribute to City's global outlook.

### Strategic objective 12

Develop lifelong, mutually beneficial relationships with alumni that enhance City's global profile and extend its global reach.



# Enabling strands

## Strategic partnerships

A portfolio of high-quality global partnerships and active membership in global university networks are key features of a global university. These enhance the quality of activities and services undertaken by universities. They also enable universities to extend their global reach and reputation.

City has partnerships with leading international universities across the globe. These partnerships are generally limited in scope (the range of activities they facilitate) and scale (their volume and institutional spread of such activities). City is also a founding member of World Cities World Class Universities (WC2), a network of leading universities located in world cities.

City will develop a strategic and responsive approach to the development and management of its partnerships with universities and identify ways to maximise the value of its participation in WC2. This should not constrain the development of partnerships to support specific initiatives or relationships between academics at City and other institutions. It will however enable City to align its resources to support key partnerships.

## Regional engagement

Having global reach and impact requires a strategic approach to regional engagement. This means identifying countries or regions in which there is scope for cross-institutional and multi-functional engagement and developing appropriate approaches and activities to support engagement.

City is actively engaged in many countries. The nature of such engagement varies from country to country but includes activities to support student recruitment; the student experience (for example student exchange and placements); research; capacity building and alumni relations. However, the degree to which activities within countries are coordinated is limited. The exception to this is in the Middle East where City has a physical presence through its Dubai Office.

City will create deeper and wider ranging institutional engagement in certain key countries. It will do this through the development of an informed and coordinated approach that builds on existing international activities and responds to external opportunities. This approach will be underpinned by tailored support mechanisms. This approach is not to limit City's global reach but to maximise the impact and visibility of its engagement in priority countries.

## People

Globally-minded academic and Professional Services staff are a key component of a global university and are critical to the development of globally employable students and the production of research with global perspective and impact.

City will provide its staff with the knowledge and means to develop and apply global dimensions in their work. This will require ensuring existing staff development activities include an international dimension and developing bespoke activities. It will also require increasing the range of opportunities through which staff can gain international perspectives, both on campus and abroad. City's partnerships with global universities will be critical in this respect.

Whilst this work will focus on academic and Professional Services staff at City it will also extend to those that acting as advocates for City internationally, for example International Alumni Ambassadors.

## Profile

Central to the success of the Internationalisation Strategy will be ensuring members of City's community are engaged with the process and enhancing the visibility of City's international achievements such that they contribute to its global profile and standing

City will ensure its global community is kept informed about Internationalisation at City and the range of international activities that it is engaged with. This will allow members of its community to contribute and benefit from City's position as a leading global university, both as a mean of building on and learning from these activities and taking advantage of the opportunities available to them.

City will enhance its global profile through ensuring its reputation for academic excellence is communicated internationally and by increasing awareness of its international engagement. Furthermore, it will maximise the value of its membership of the University of London and establish close relationships with key organisations and government bodies.

# Implementation

## Delivering success

Given the wide ranging nature of the Internationalisation Strategy and how it both complements and informs activities within other Supporting Strategies and School Strategic Plans, effective internal collaboration will be critical to its successful implementation.

The following governance structure has been established to ensure a coordinated and informed approach to the implementation of the Strategy:

- Internationalisation Committee – provides strategic direction with respect to Internationalisation at City and oversees implementation of the Strategy.
- Internationalisation at Home Sub-Committee – oversees development of responses to inward-facing objectives within the Strategy.
- Internationalisation Abroad Sub-Committee – oversees development of responses to outward-facing objectives within the Strategy.

City's Schools and Professional Services are represented on each committee. The Internationalisation Committee reports to City's Executive Committee (ExCo).

The key collective output of the committees is an annual Internationalisation Operational Plan. The plan sets out the priority areas of activity and actions for the subsequent year, the outputs that will be achieved and the process through which activities will be delivered. It also sets out how resources will be deployed to support key objectives.

Ensuring City's community is engaged with and benefits from Internationalisation will also be critical to the effective implementation of the Internationalisation Strategy. This will form a key strand of activity.



## Measuring success

Measuring success in relation to an Internationalisation Strategy is a complex process. It is important that any measures consider both the direct outcomes of Internationalisation and the way in which Internationalisation has contributed to wider institutional objectives.

Moreover, while quantitative, structural indicators can provide a useful measure of success it is important that consideration is given to how Internationalisation adds value to the institution.

As outlined within the section on Thematic Strands, City's Internationalisation will contribute to the delivery of all four of the Academic Output KPIs and several Institutional PIs as set out within V&SS26. In terms of specific Institutional PIs for Internationalisation, the following have been developed:

- International collaboration: 30% increase in international Research and Education collaborations with institutions in the top 300 of the *THE* World Rankings by 2021.
- Internationalisation curriculum: 60% of undergraduate courses to have been reviewed and, where possible, an international dimension to their curricular included by 2021

In addition to the above measures, as part of the implementation process specific indicators of success will be developed for each of the objectives within the Internationalisation Strategy. Progress in achieving these targets will be monitored on an ongoing basis and reviewed and reported via an Annual Internationalisation Report. The report will include a more qualitative assessment of the impact of Internationalisation and the ways in which the outcomes of Internationalisation are benefitting members of City's global community.

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