Internationalisation Strategy
Draft (16.05.16)

Vision and Strategy 2026
"City, University of London: A leading global University committed to academic excellence, focussed on business and the professions and located in the heart of London".

1.   Executive summary

1.1.   Universities operate in a global and interconnected world in which knowledge, ideas and people are no longer constrained by national boundaries. To compete and access resources in this environment universities need to be engaged globally and have a strong global reputation. This requires an international outlook as reflected in their culture, core functions and the services they provide. Those universities unable to position themselves to respond to the forces of globalisation face an uncertain future.

1.2.   City University London's Vision and Strategy 2026 sets out where the University aspires to be in ten years' time and a pathway for getting there. This pathway is based on three strategic priorities: improved quality (better); growth (bigger); and partnerships (more connected). Given the higher education landscape, achieving this aspiration will require City positioning itself as a "leading global University", as stated in this vision.

1.3.   City is undeniably an international university. It attracts students and staff from around the world, has a global *alumni* network, produces world-class research that address issues of global concern and has partnerships with a number of leading international universities. The extent of its international outlook was recognised externally via the *Times Higher World University Ranking* where it was placed 53rd in January 2016[1].

1.4.   Whilst this provides a strong foundation, to become a leading global University City will need to increase the level, impact and visibility of its international activity. This will require a long term, coordinated approach that creates a coherent and unified sense of direction and which embeds a global dimension into the goals, teaching, research and professional service functions of the University. It will also require a targeted approach to engagement with resources aligned to strategic priorities.

1.5.   The process of Internationalisation can be viewed as a strategic response to globalisation and the changing educational landscape. It aims to ensure that a global outlook becomes a normal part of and adds value to a university's core business. It can also support institutions in enhancing their particular distinctiveness. The nature of an institution's approach to internationalisation will be shaped by its unique strengths, internal context and external profile and be informed by its values and strategic vision.

1.6.   Working in parallel with other supporting strategies, the Internationalisation Strategy will inform the delivery of international dimensions within City's Vision and Strategy 2026 and support City in achieving its aspiration of becoming a 'leading global University' by driving knowledge creation, quality, innovation and engagement. It will do this by:
- Ensuring that those activities that are not explicitly international in focus have as appropriate an international dimension embedded within them;
- Instituting a more focussed and joined-up approach to those activities that are directly international in nature.

[1] https://www.timeshighereducation.com/features/200-most-international-universities-world-2016

1.7. The planning process for the Internationalisation Strategy ran from late October 2015 to the end of March 2016. The process was built upon the notion that internationalisation must be shaped by and support the strategic goals of City's community. For this reason and to ensure complementary with other supporting strategies, the process was consultative in nature, involving contributions from across City.

1.8. The starting point for the strategic planning process was a consideration of what being a leading global University might mean for City. The concept that emerged was that of an institution that played a positive role in shaping the world, both through its graduates and the knowledge it creates and applies. Further, that the distinctive way in which this is realised at City build on its unique strengths, namely its location and its extensive links with employers and the professions.

1.9. The Strategy developed is comprehensive in scope and ambition, including a focus on both 'Internationalisation at Home' and 'Internationalisation Abroad'. It is framed around four thematic strands: Global Student Experience; Global Opportunities; Global Impact and Global Community and underpinned by four enabling strands: Partnerships; Physical Presence; People; and Profile.

1.10. Critical to City's extending its global reach and enhancing its global reputation will be the development of an institutional culture and infrastructure that allows it to respond to the changing external landscape and take advantage of emerging academic and commercial opportunities. Whilst the Strategy sets out a ten year approach, there are a number of priority actions that will need to be undertaken during the first year of Strategy's implementation. These actions will centre upon:
- Developing a more comprehensive understanding of the range of international activities that City is currently engaged in;
- Establishing structures, policies and processes to support a coordinated and informed approach to Internationalisation at City;
- Creating frameworks that enable increased prioritisation, particularly in relation to partnerships and regional focus;
- Increasing the profile and understanding of internationalisation within City.

1.11. The effective delivery of these actions and the Internationalisation Strategy more widely will be dependent on new processes, governance arrangements and staffing capacity being in place by January 2017. In addition, certain existing processes and structures will need to be reviewed within the first year of the Strategy's implementation to support the development of a coordinated and joined approach.

1.12. A detailed four year implementation plan up to August 2021 will be approved by August 2017. This plan will include a number of operational plans.

1.13. The Internationalisation Strategy sets out an approach to supporting City in achieving its global ambitions. It will evolve and gain focus and momentum over its lifespan. If delivered right, this approach will enhance City's global profile and reputation, which will lead to a multiplicity of benefits. It will for example ensure that City remains an attractive destination for high quality students. It will also enhance research activity as a result of the recruitment of high calibre staff, the development of high quality partnerships and increased access to international sources of funding. More widely, it will allow City to make a greater positive contribution to global society.

1.14. Successful implementation of the Internationalisation Strategy will require long-term commitment, strong leadership and the support of City's global community. It will also take investment, which is likely to increase incrementally over the life of the Strategy.

2. Strategic context

2.1. The role of universities and the environment in which they operate has evolved rapidly over the early part of the 21st Century. Universities are now operating in an increasingly global and interconnected world in which knowledge is created and flows across borders and staff and students are globally mobile. They are actors in a world in which the most profound challenges and their solutions are transnational in nature.

2.2. There are a range of political, social, economic and technological forces that are shaping the prevailing landscape. Some are national in nature, with examples in the UK being changes in national government funding and the position on student visas. However, most are global with key ones including:
- Changing demographics and shifting international student recruitment markets;
- Changing expectations and behaviour of students;
- Changing requirements from and relationships with government and business;
- The development of high quality universities in East Asia;
- The growth in private universities and public-private partnerships;
- The emergence of new delivery models, shaped by digital technology;
- The increasingly cross border, collaborative nature of research and the rise of international knowledge networks.

2.3. Internationalisation can be considered a strategic response to globalisation and the changing educational landscape. There are various definitions of Internationalisation, one being "the intentional process of integrating an international, intercultural and global dimension into the purpose, function and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff and to make a meaningful contribution to society."[2] Within this framing, Internationalisation should be viewed as a transformative process as opposed to an end it itself.

2.4. The majority of leading universities have or are embracing the concept of Internationalisation. A 2013 survey conducted by the European University Association stated that 99% of institutions that replied had some form of internationalisation strategy or were developing one[3]. Furthermore, these strategies are broader than traditional international strategies which concentrated on international student recruitment.

2.5. The precise focus of these strategies vary according to the mission, profile and values of the institution. However, institutional rationales for internationalising include:
- Undertaking research that has international significance and impact, both in terms of global issues and policy formulation;
- Developing a global university community;
- Preparing students for the globalised world;
- Improving engagement with global business;
- Increasing global brand visibility;

2.6. The educational landscape is likely to become more global and interconnected over the next ten years and beyond. For universities to remain competitive and access new sources of income and funding they need to be in a position to respond to the opportunities and threats generated within this changing landscape. Whilst the specific strategic response will vary from institution to institution, given the increasingly global and collaborative nature of higher education, central to an institution's success will be their ability to embed global dimensions and thinking within their institution.

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[2] http://www.eaie.org/blog/whats-in-a-name-refocusing-internationalisation-of-higher-education/

[3] http://www.eua.be/Libraries/higher-education/EUA_International_Survey.pdf

3. Current scale, scope and management of international activity at City

3.1. One of the challenges in developing City's Internationalisation Strategy was the absence of a systematic record of the full range of international activities currently being undertaken. As such, a primary objective of the strategic planning process was to better understand City's current position in this respect.

3.2. There is no single definition of an international university. This means there is also no single measure or set of measures that can be applied to assess the extent to which a university is international. In terms of external benchmarking, international outlook is generally measured on the basis of quantitative, structural indicators. Below are some such indicators and the corresponding information for City (all from 2014/ 15).

International students
- 8,931 of all students at City were from outside the UK, representing 49% of total enrolments. Of these, 15% were from within and 34% were from outside the EU;
- 453 students student spent between a term and a year at City via the Study Abroad programme. This equated to over £1.7million in fee income.

Outgoing student mobility
- 29 students undertook a period of study at a partner institution in Europe via the Erasmus+ programme;
- A further 61 undergraduate studied at a partner institution beyond Europe.

International staff
- 44% of academic staff are from outside the UK;
- 27 members of staff undertook either a teaching or training mobility at a university in Europe via the Erasmus+ programme;
- In addition, a significant numbers of academic staff undertook international visits both for educational and research purposes.

International partnerships
- Approximately 200 active staff/ student exchange agreements;
- Eleven articulation agreements, 4 joint programmes and 2 dual awards;
- City is a partner in a range of EU funded education consortium based projects;
- City is a founding member of the World Cities World Universities network (WC2).

Transnational education (TNE)
- City has a limited portfolio of transnational education provision. These include programmes delivered via its Dubai Office and a distance learning LLM.

International Research
- In the 2014 REF, 23% of City's submitted research was considered world-leading (4*) and 52.5% was considered internationally excellent (3*);
- 19% of City's grant income came from the EU. This equated to £2.5M.
- 1,470 research journal publications from staff at City were with an international co-author. This accounts for 42.8% of all publications.

3.3. Whilst these figures provide a useful snapshot, they mask significant variations within and between Schools. More importantly, input and output measures provide a limited picture. For example, whilst international partnerships are an essential characteristic of a global university, it is not the volume of such partnerships that matter but the quality of such partnerships and benefits they generate. For this this reason, more and more universities are using indicators for success that focus on impact and value added.

3.4.   Although it is not possible to provide a more comprehensive analysis of the current scale and scope of international activity at City, it is clear from the discussions held during the strategic planning process that a range of interesting practices and activities are being undertaken at City, both within Schools and Professional Services. Some of these are explicitly international in nature, others have or could have could have an international dimension. Examples include events on campus; innovative approaches to learning and teaching; and professional development opportunities for staff and students.

3.5.   In terms of the management of international activities, both School and University wide processes and structures exist. Centrally, the International Partnerships and Development Office acts as a central hub for Internationalisation at City. Reporting directly to the Pro Vice-Chancellor (International) and working closely with Schools, central departments and external partners, its role is to:
- Manage the delivery of a number of university-wide strategic initiatives;
- Undertake activities to inform, coordinate and raise the profile of internationalisation within City and increase City's engagement with international activities.

In addition, there are staff in five central teams that have a remit which covers aspects of international activity. These include:
- International student recruitment (Marketing and Communications Department);
- International collaborative provision (Student and Academic Services);
- International work experience (Student and Academic Services);
- International research and enterprise (Research and Enterprise Office);
- International *alumni* relations (Development and Alumni Office).

From a School perspective, each has an Associate Dean International, with the nature and remit of this role varying from School to School. There are also staff within Schools with responsibility for supporting the delivery of particular international activities. As with the Associate Dean International role, the remit and focus of these roles varies.

3.6.   Institutional oversight for Internationalisation is currently provided by the University's International Committee. This committee is chaired by the Pro Vice-Chancellor (International) and has a membership consisting of the Associate Dean International for each of the five schools and the Head of International Relations (International Partnerships and Development Office). In addition to this, the University's Partnership Committee provides oversight of the University's international collaborative provision and the Research and Enterprise Board provides oversight of the University's international research activities. Despite the significant overlap, there is no operational link between these three committees.

Each School has its own governance structures in place to provide oversight of international activities. In some cases this is an International Committee, in others international activities will be a standing item on a separate committee (e.g. Learning and Teaching or Research).

3.7.   As an overall assessment, it would be fair to describe City as being engaged in a wide range of international activities but that these are limited in scale and visibility. It would also be fair to describe City's current approach as lacking horizontal and vertical integration and its processes and structures as lacking coordination. This can be attributed to:
- The substantially devolved nature of activities and decision making;
- Limited communication flows across the institution;
- An under-investment in international activities;
- A lack of appropriate oversight, leadership and governance.

4.   Vision and values

4.1.   The starting point for the strategic planning process was an articulation of what City as a leading global University could look like. The concept that emerged was that of an institution that played a role in shaping the world and that had a significant impact on the global stage. This built on the notion that the function of universities in the 21st Century is to respond to the challenges faced by the world and that this could be achieved both through the creation of globally-minded students and the way in which it creates and applies knowledge of global reach and significance. To achieve this, teaching and research would need to be conceived and delivered with global needs in mind.

4.2.   However, whilst this concept is helpful in framing a general definition of a global university, it is important that within its approach to increasing global engagement, City remains recognisable and distinctive. As such, its approach should be informed by, build upon and further enhance its distinct strengths and characteristics, namely:
  - Its location in the heart of one of the world's global cities;
  - Its diverse staff, student and *alumni* community;
  - Its extensive links with business and the professions.

4.3.   This led to a formulation of the following characteristics of City as a global university:
  - It creates graduates that are globally employable and possess a global mind-set;
  - It has a diverse staff and student body that both contribute to and benefit from City's global outlook and engagement;
  - It undertakes research that impacts on global issues and policy formulation, locally, nationally and internationally;
  - It understands and takes advantage of the value of being located in London, particularly in relation to the global opportunities and perspectives it has to offer;
  - It has strong relationships with its wider global community of stakeholders, with a particular focus on *alumni*, employers and partner universities.

4.4.   The strategic framework that has been developed to support the realisation of these characteristics consists of four thematic strands, each of which include three strategic objectives. It also had four broad underpinning enabling strands. A set of priority actions for the first year of implementation and indicative actions for subsequent years is set out in an initial Implementation Plan.

4.5.   Underpinning the Internationalisation Strategy and Implementation Plan is a set of guiding principles. Firstly that the Strategy itself must be:
  - Flexible enough to accommodate the different contexts, priorities, student bodies and capacities within each School.
  - Agile enough to respond to the key emerging threats and opportunities;
  - Forward looking;
  - Bottom up as well as top down.

4.6.   Secondly that the objectives and actions set out within the Strategy and the Implementation Plan should complement and where applicable be embedded within related strategies and structures. To this end, it is important that activities:
  - Are coordinated to ensure synergies and avoid duplication;
  - Have a clearly defined strategic rationale;
  - Are informed by best practice, both within and outside of City.

4.7.   Ultimately, internationalisation is about the integration of a global outlook across the institution. For this to happen at City it will need to feature within both School and Professional Services plans. Internationalisation will also need to be represented within appropriate governance structures.

5. Thematic strands
5.1. Global Student Experience

Strategic aim 1
To provide an educational experience that equips students with the knowledge, skills and attributes to succeed in and contribute to a global, interconnected society.

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 increasingly complex economic and social challenges facing our world.

City will provide its students with a high quality globalised education through its curricula, and its co-curricular and extra-curricular activities. This will be framed around a set of global competencies that City expects all students to develop whilst at City.

Strategic objective 1
Deliver internationally informed and relevant curricula which provide global perspectives and support students in developing their inter-cultural capabilities.

Strategic objective 2
Ensure that students have the opportunity to gain international experience through overseas study or work experience in an international setting.

Strategic objective 3
Provide students with access to professional development and career advice that is globally oriented and informed by City's global community.

By 2021
- All academic programmes at City will have global dimensions embedded within them;
- All students at City will graduate with a set of global competencies.

Note, the primary delivery mechanism for this strand will be the Education and Student Strategy.

5.2. Global Opportunities

<u>Strategic aim 2</u>
To ensure that City continues to attract a diverse and high quality student body and that it offers programmes that are accessible to a wide range of international students.

<u>Context</u>
A global university needs to have global reach in terms of its *alumni* body. This means recruiting the most able students from around the world. It also means developing delivery models that make high quality education assessable to a wider range of students. Increasingly, both of these will require the development of partnerships.

For City to respond to the changing landscape and the opportunities it creates will require an informed, joined-up and forward looking approach, based upon the development of long term relationships with individuals, institutions and universities.

<u>Strategic objective 4</u>
Develop sustainable international student recruitment channels and pathways that are forward looking and co-ordinated with other international activities.

<u>Strategic objective 5</u>
Broaden the range of opportunities through which international students can undertake a short term period of study at City.

<u>Strategic objective 6</u>
Extend City's transnational education portfolio through partnerships with high quality institutions.

<u>By 2021</u>
- A higher number of international students will be studying at City;
- An increased number of students will be studying for all or part of a City programme outside of London.

5.3. Global Impact

<u>Strategic aim 3</u>
To enhance the quality and global impact of the University's research and enterprise activities such that they contribute to society and the University's global standing.

<u>Context</u>
For a university to be global, it need to have an impact globally. This extends beyond the educational experience to the way in which it creates, shares and applies knowledge. However, being a global university is not just about acting beyond its borders, it is about connecting their institution's locality to the wider world.

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.

<u>Strategic objective 7</u>
Develop increased capacity and international linkages to support the development of world class research.

<u>Strategic objective 8</u>
Ensure that the impact of City's research is felt globally and locally through the exploitation of intellectual property.

<u>Strategic objective 9</u>
Provide research staff with opportunities to engage with the wider international community and to be leaders of world class research collaboration.

<u>By 2021</u>
- A higher proportion of academic staff will be both engaged in international research collaborations and will be participating in research that has greater international reach and significance within and beyond the academy.
- City's enterprise activity will have increased the global impact across a range of dimensions including the commercialisation of intellectual property and the global reach of activities such as entrepreneurial education and high level continuous professional development

Note, the primary delivery mechanism for this strand will be the <u>Research and Enterprise Strategy</u>.

5.4. Global Community

<u>Strategic aim 4</u>
To support the development of a vibrant international community that benefits from and contributes to City's global outlook.

<u>Context</u>
A fully engaged global community is a vital component of a global university. Members of the community can be both beneficiaries of internationalisation, in the sense of both gaining global perspectives and competencies and contributors, in the sense of enriching the community.

City is committed to creating an inclusive and supportive community with a shared global vision, built around valuing and embracing diversity. This community includes students, *alumni*, staff, partner institutions and those employers and professions it has links with.

<u>Strategic objective 10</u>
Create a truly global campus in which different cultures and values are embraced and global perspectives are celebrated.

<u>Strategic objective 11</u>
Ensure that staff and students from partner universities feel part of the City community and their experience and expertise contribute to Internationalisation at City.

<u>Strategic objective 12</u>
Develop lifelong, mutually beneficial relationships with *alumni* and employees that support City's in extending its global reach and impact.

<u>By 2021</u>
- City will have a more fully engaged staff and student on campus community, both gaining from and contributing to internationalisation.
- City will have established international projects with and through a number of key international *alumni* and employees.

Note, the activities under this strand will build upon and complement work that will be undertaken through the <u>Education and Student Strategy</u> and the <u>People Strategy</u>.

6. Enabling strands
6.1. Partnerships

<u>Context</u>

A portfolio of high quality international partnerships is a key feature of global universities. Partnerships can enhance the teaching, research and services a university provides. They also enable a university to extend its reach and reputation and are increasingly essential to accessing sources of international research funding. Partnerships can be defined in terms of their scope (e.g. the range of activities they facilitate) and scale (e.g. the volume and spread of activity).

City has an extensive number of educational partnerships with international universities, some of which are highly prestigious. Amongst other things these partnerships provide a vehicle for staff and student exchange, student recruitment and collaborative provision. City also has a number of research partnership with international universities. However, these partnerships are limited in scale and scope.

Increasingly, universities are forming networks, consortia and strategic alliances as a means of achieving their international aspirations. In this respect City is a founding member of the World Cities World Universities Network (WC2), a network of 11 universities that aims to develop responses to the key challenges faced by global cities. WC2 has the potential to support City in achieving a range of its internationalisation objectives.

City will develop a strategic, joined-up and responsive approach to the development and management of its partnerships and its participation in university networks such that it fully benefits from and contributes to such arrangements. This approach should not limit the development of relationships between academics at City and at other institutions. Rather it should support City in better aligning its intellectual capacity and capital resources to support key strategic partnerships.

<u>Enabling objective 1</u>

Develop high quality strategic partnerships that enhance the quality and reach of the University.

6.2. Physical presence

<u>Context</u>

Having global reach and impact requires a focussed approach to regional engagement. This does not mean limiting activity to certain countries or regions. Rather it means identifying those countries or regions in which there is scope for cross institutional and multi-functional engagement and developing infrastructure to support this engagement such that it has maximum impact.

City is actively engaged in a range of countries for a range of purposes. However, these activities are not joined-up and are generally undertaken at a School level. There are also activities that aren't extensively being undertaken, for example, the development of links with employees and government. At present the only approach to regional engagement is in the Middle East, through the Dubai Office. However, even this initiative is limited in scope and scale.

City will develop a more focussed and coordinated approach to regional engagement that recognises and builds upon current activities and which could support a myriad of internationalisation objectives, for example:
- Student recruitment;
- In country educational programmes;
- Work placement opportunities;
- Consultancy and capacity building projects;
- Alumni relations;
- Profile raising.

The appropriate infrastructure and business model to support engagement will vary from country to country, but could include:
- *Alumni* Ambassadors;
- Local representatives;
- Liaison offices;
- Teaching spaces, either operated directly or based within a partner institution.

<u>Enabling objective 2</u>

Create deeper and more wide ranging strategic engagement with certain priority countries and regions.

6.3. People

<u>Context</u>
Central to the development of globally prepared students and the production of globally oriented research are globally minded academic and professional service staff.

Responsibility for staff development at City is dispersed across the institution. Primary responsibility for supporting aspects of staff development at City sits across two central departments - Human Resources and LEaD. In addition, both the International Partnerships and Development Office and the Research and Enterprise Office support the promotion of staff development through providing opportunities for international mobility and ad-hoc event. Each School will also undertake a range of activities to support the development of its staff.

For internationalisation to be fully embedded, a joined-up approach to supporting staff in developing their understanding of and engagement with Internationalisation need to be developed. This will require ensuring existing activities include an international dimension and delivering additional activities. This work will be closely aligned to City's People Strategy.

Although the focus of this work will be on academic and professional service staff at City, it should also extend to those that formally acts as advocates for City internationally for example International *Alumni* Ambassadors and International Staff Ambassadors.

<u>Enabling objective 3</u>
Provide staff at City with the knowledge and means to develop and apply global perspectives in their work.

6.4. Profile

<u>Context</u>
Key to the success of City's Internationalisation Strategy will be communicating its international achievements, both internally and externally.

City's Global Community needs to be kept informed about the range of international activities the University is involved with, both as a means of building on these activities and identifying potential synergies and of better understanding the opportunities available. From a strategic planning perspective, having a comprehensive understanding of City's international engagement will support better decision making.

Raising City's visibility internationally and enhancing its global reputation will be critical if the University is to achieve its international strategic objectives. There are two aspects to this. Firstly, ensuring that City's reputation for academic excellence, both in terms of education and research is communicated internationally. Secondly, ensuring that profile raising activities are undertaken within priority countries.

In both respects, being part of the University of London offers significant opportunities for City. Not only will it enhance City's reputation globally, but it offers scope for the development of arrangements that can further extend City's global reach.

<u>Enabling objective 4</u>
Increase the visibility of City's international activities and standing both within City and externally.