



Document Title:	Internationalisation Strategy
Document Category:	Strategy
Version Number:	1
Status:	Approved
Reason for development:	To outline the University's strategic direction in relation to Internationalisation.
Scope:	This strategy applies to all University staff.
Author / developer:	International Manager
Owner	Executive Dean Learning, Teaching and International
Assessment: (where relevant)	<input type="checkbox"/> Equality Assessment <input type="checkbox"/> Information Governance <input type="checkbox"/> Legal <input type="checkbox"/> Academic Governance
Consultation: (where relevant)	<input type="checkbox"/> Staff Trade Unions via HR <input type="checkbox"/> Bishop Grosseteste University Students' Union <input type="checkbox"/> Any relevant external statutory bodies
Authorised by (Board):	Senate
Date Authorised:	December 2015
Effective from:	October 2015
Review due:	October 2018
Document location:	University website
Document dissemination / communications plan	This document will be disseminated to all staff within the University via the Corporate Leadership Team.
Document control:	All printed versions of this document are classified as uncontrolled. A controlled version is available from the Staff Portal.



Internationalisation Strategy

Introduction

Bishop Grosseteste University (BGU) recognises that 21st century students must be ready for life in an increasingly borderless world, be able to engage with global issues, understand alternative cultural values and have the ability to interact with global partners.

With this in mind the University must ensure its activities are fit for purpose and offer students and staff every opportunity to contribute responsibly to a globally interconnected society with respect for cultural, ethnic, linguistic and religious backgrounds.

Context

The last five years have seen the UK Higher Education sector become more competitive and commercialised. Over the next five years the changing economic, political and demographic environment within the HE sector, means achieving growth and success will become more challenging. This coupled with the fact 79% of BGU's income was from UK student fees during 2014/15, has led to the University indicating its desire to reduce the dependency from this area and diversify its income streams. Internationalisation and the development of International fee income have been identified as two methods of achieving this.

Current International activity across the University is limited and restricted to individuals developing activities centred on personal research interests, a few strategic partnerships and overseas visits, which aim to add value to the student experience.

During 2014 BGU appointed an Executive Dean with responsibility for Internationalisation who is a member of the Senior Leadership Team. An International Manager was appointed in January 2015 to establish an International Office and work closely with leads in each Academic School and Professional Support Service to develop an Internationalised University.

Strategic Aim

The University aims to develop a culture of Internationalisation across the organisation to prepare students for life and employment in a global society and ensure staff seek to engage in research and scholarship of International significance (BGU – Five Year Strategy 2014–19).

This aim is focused upon a number of cross cutting themes:

- The development of new, and the enhancement of existing, institution wide partnerships with like-minded organisations in key strategic markets, whilst employing an ethical approach to building partnerships and collaboration.
- The Internationalisation of the curricula and the development of the academic portfolio to enhance the student experience.
- The recruitment of high quality staff and students.
- The development of collaborative International research networks and high quality teaching and learning programmes.

- The development of mutually beneficial projects and links with a range of International partners.

The following strategy aims to describe the development of the University's International activities which will enable BGU to implement and deliver on these themes between 2015 and 2019. Its primary purpose is to support the priorities contained within the University's strategic plan 2014-19. It is both cognate and interdependent with other strategies across the University including the Teaching, Learning and Assessment Strategy and the Research Strategy. The strategy will be underpinned and implemented via the annual business planning process and the Annual Monitoring cycle.

Strategic Activity

To successfully develop the International agenda BGU has outlined four areas of strategic activity, within which it will embed the cross cutting themes. These are:

1. Development of curricula with a global perspective;
2. Embed Internationalisation within research;
3. Student Recruitment;
4. The development and delivery of International projects.

1. The development of curricula with a global perspective

1.1 Over the next five years BGU aims to develop a curriculum which is attractive to UK and International students who will be increasingly active in a global marketplace. The University will ensure curriculum development is culturally diverse and internationally focused. Internationalisation of the curriculum will enable the University to promote:

- Global perspectives within the learning environment;
- Opportunities for knowledge exchange and creation;
- An inclusive ethos which encourages contextual challenge to established practice;
- Respect and openness to alternative values systems.

(May et al 2014)

1.2 The University will engage with external partners to develop a tool to enable curriculum areas to audit their current level of international activity, acknowledge strengths and identify areas for enhancement. The curriculum review tool will be used across the full range of the University's curriculum offer including both undergraduate and post graduate programmes. The tool will be suitable for use at all levels of the programme, from micro – session /module, to macro – programme/school level.

1.3 The developing curriculum portfolio will increasingly be informed by research and include elements of learning that consider discipline areas within a global context. Students will be encouraged to become more culturally aware and apply this awareness to their area of study. Learning, teaching and assessment strategies will be considered together with the content of modules to take account of global differences and cultural diversity. Curriculum teams will ensure learning and teaching resources are developed which increasingly make use of international examples to illustrate learning concepts. Additionally, the University will seek to establish relationships with international partners to develop joint degree programmes which facilitate exchange visits, thus increasing opportunities for staff and students to experience International aspects of their programmes.

1.4 The University will recruit staff with regard for their international experiences, to aid the Internationalisation of BGU. It will be a principle of recruitment policies to attract highly-qualified staff and for many posts experience of working in an Internationalised context will be relevant. This will encourage and promote diversity around pedagogy and research interests and introduce global experience to programmes.

1.5 Additionally, the University will provide staff with the platform to share good practice across the institution and will explore funding opportunities such as Erasmus+ to access partnerships across the globe for the sharing and development of innovative ideas.

2. Embed internationalisation within research

2.1 As part of its five year strategy BGU has identified the ambition of becoming a research informed University. The International office will promote and encourage activity that helps to support this ambition. The improvement of performance in the Research Excellence Framework and other evidence of high academic quality will be at the centre of developing the University's reputation within the International research community.

2.2 The University has identified five interdisciplinary research clusters. Research staff will embed International activity within each cluster by identifying partners who are interested in collaborative research activity. The International team will explore opportunities to leverage current institutional partnerships across Europe via the Erasmus+ network and via contacts from individual staff members. New opportunities for developing research networks will also be sought.

2.3 The University will establish a range of measures to encourage and support International links in the areas of research, teaching and knowledge exchange. These will be founded on the University's academic strengths and the long-term research ambitions of interdisciplinary clusters, and will include research mobility funds, seminar and conference support, exchange programmes, support for early career academics, and a programme of International profile-building.

3. Student Recruitment

3.1 The recruitment of International students can be significantly beneficial to a University in a number of areas including intellectual, cultural and economic. This beneficial impact is often continued after graduation by their role as alumni. BGU currently does not actively recruit from the International market. In the previous five years BGU has only recruited six full time EU students, there have been no enrolments from non-EU students. During the next five year period BGU aims to develop a proactive approach to recruit International students. This will include; developing the University infrastructure, International marketing and developing partnerships.

Infrastructure

3.2 To provide a high quality teaching and learning experience to International students it is essential the University has the necessary infrastructure in place. This encompasses the need to have robust processes available to be compliant with Tier 4 Visa regulations and enable the University to meet its obligations as a sponsor of International students. The University will develop policies and processes for key areas including; admissions, maintenance of student records, the tracking of student attendance and student support. To enhance the understanding of the regulatory demands of recruiting International students, training and workshops will be provided for staff across the University. Additionally, the University will perform an audit of its estate to ensure the needs of International students are met.

3.3 The University will seek to develop an English Language Centre to provide support for International students with the development of their English language skills. In-session and pre-session programmes will be developed to enhance recruitment, provide support during programmes and enable students to have the best possible chance of success. The International office will explore options to deliver these programmes independently or via external partners.

3.4 Over the five year period, as relationships are established and the volume of International work increases, the International team will explore opportunities to appoint staff with the necessary language skills to make communications with target markets more effective. These could be employed on a graduate placement scheme or on an internship after graduating. The University will also nominate 'International Associates' from academic departments to work with the International team to undertake recruitment visits overseas, especially when specific

courses are being marketed. The International team will also seek to exploit the opportunities offered by government sponsorship schemes such as Science without Barriers to attract overseas students.

International Marketing

3.5 BGU will establish a bespoke recruitment campaign for International students. Using data from external partners such as The British Council, Higher Education Statistics Agency (HESA) and UK Trade and Investment (UKTI), the International office will be responsible for identifying at least three target markets. These will be defined by countries and evaluated in terms of their significance as a possible source of students and any potential barriers for entry to the market. In the short term, the identification of target markets will be driven by the University's current academic portfolio. In the medium to longer term the University will review and develop its curriculum to be able to meet demand in growth areas in target markets. The International team will provide information to Heads of School to help drive curriculum development in programme areas where there is demand in the International market. To widen the scope for programme delivery, curriculum development will integrate existing and new technologies to enable online and blended learning options for International students.

3.6 The University will seek to develop a network of Educational Agents to aid the recruitment of International students. It is estimated that 40% of all new International students are recruited via Agents. Agents represent a prudent way of using resources. They provide a permanent presence for the University in a particular country and enable initial enquiries to be dealt with in a timely and efficient manner. Strategies will be developed to meet specific geographical requirements through a range of overseas and UK visits to be able to develop partnerships with Agents for recruitment and to provide in-country support to students and the University.

3.7 The University will incorporate steps to mitigate the risks of using third party companies for the recruitment of students. It will do this by developing robust application and due diligence processes for Agents in accordance with advice from external partners such as The British Council and UK Council for International Student Affairs (UKCISA). This will include the need to assess past performance, previous working history and relationships within the UK.

3.8 The use of permanent in-country representatives will also be considered. These will be responsible for developing relationships with Agents and be remunerated on a commission basis. Consequently, the need to make overseas visits will be reduced. Due diligence and performance monitoring of Agents, however, will be the responsibility of the University.

3.9 The University will make use of exhibitions to develop a presence in International markets. Exhibitions in target markets, organised by the British Council and other agencies often act as a 'showcase' for UK Education. They provide a forum through which the University can promote its courses to a large audience. Exhibitions will be used as a means of establishing a presence in a new geographical area, to recruit students and to enable the University to develop relationships with Agents. It is, however, an expensive activity and careful consideration will be given to the market in which the exhibition is offered and to the appropriate allocation of resources to exhibition activity.

Partnerships

3.10 In-country representatives and Agents can also be an effective way to develop partnerships with Universities and Schools in International markets. BGU will seek to make use of their contacts to establish relationships with education institutions and deliver presentations directly to students wanting to study in the UK. This activity will be enhanced and facilitated by developing partnerships with local and regional education departments which can be accessed via working with government agencies such as the British Council and UKTI. Additionally, BGU's Alumni and its links within the network of organisations in the Colleges and Universities of the Anglican Communion will be utilised.

3.11 BGU will support the activity outlined above by using technology to provide key information and access and research target markets. The International web page will be reviewed to ensure its design and content are up to date and fit for purpose. International students increasingly use online and digital media to select institutions, coupled with more traditional marketing methods. In the short term the University will develop virtual tours of the

campus for the webpage along with a digital media campaign. In the longer term, BGU will seek to develop a more advanced digital campaign which is geo-targeted and includes virtual open days.

4. The development and delivery of International projects

4.1 Over the course of the strategy the University will seek to develop a range of bespoke projects. These projects will take the form of commercial-based income generating projects, projects which add value to the staff and student experience and projects which are cost neutral, of a benevolent nature, and which build upon the ethos and values of the University contributing to community engagement in international settings.

Commercial projects

4.2 The University will seek to diversify its income streams by proactively generating and responding to business opportunities. Partnerships with organisations such as Further Education Colleges, Private Training Providers, Schools, Universities, Employers, the Local Enterprise Partnerships and CUAC will be developed to strengthen the potential offer and expand the opportunity to leverage contacts within a market. These partnerships will enable BGU to maximise funding opportunities to participate in trade missions and scoping visits, in addition to trade show grants.

4.3 Working with the UKTI and other external partners such as British Chambers of Commerce and International trade associations will assist with the development of the strategic planning process. Working with the UKTI also gives access to International Trade Advisors 'in market' providing first-hand in-depth knowledge of specific markets. These trade advisors are able to introduce the University to important contacts within the market such as government regional departments and officials that are responsible for training and education. An outcome may be, for example, establishing a partnership with the UKTI as part of the 'Passport to Export' programme. This will allow the University to make use of services provided by the British Embassy in overseas markets, to research and identify the demand for corporate training.

4.4 BGU will develop its International presence by using external research schemes such as the 'Export Marketing Research Scheme' to help identify target markets. Other sources of funding from European bodies as well as organisations such as the China and British Business Council will be utilised. The focus of this research will be based around markets such as Europe, the Middle East, Brazil, Russia, India and China (BRIC) but also Columbia, Indonesia, Vietnam, Egypt, Turkey and South Africa (CIVETS), which have all been identified by the UK government as favoured emerging high growth markets.

4.5 The University will enhance its portfolio of high quality short courses to promote and deliver CPD overseas, based upon the needs and demands of specific markets. These may include subject areas such as teacher development, leadership and management, health and safety and business start-up programmes and could be delivered within the UK or 'in-country'. This, coupled with the development of an appropriate and flexible costing structure, will allow the University to market its products and respond to opportunities in a timely and professional manner.

Value added projects

4.6 The University is continually seeking to enhance the learning experiences of its staff and students. One way it does this is by engaging with mobility programmes such as Erasmus+. During the next five years BGU will build upon current study abroad offerings to increase the volume and broaden the current scope to include cultural and volunteering placements in a variety of countries. Working with a range of partners including the British Council, local charities, School, Colleges, Universities, Sports clubs and Colleges and Universities of the Anglican Communion (CUAC), the University will exploit funding opportunities across the whole range of Erasmus+ key actions.

4.7 The University will seek to increase the number of staff and students participating in such programmes by raising awareness across the organisation. Academic programmes will identify at least one semester where student mobility can take place. Promotion of mobility programmes will be increased and utilise a range of techniques including social media. Participants will be encouraged to evaluate and disseminate their experiences amongst their

peers to assist with raising the profile of mobility activities. Additionally, the International office will work with staff across academic schools to explore the development of existing and new International links related to their particular areas of expertise, research or other joint endeavour.

Mutually beneficial and sustainable projects

4.8 In line with the University's traditional Anglican foundation, values and beliefs, BGU will seek to engage with partners to deliver a range of projects which are developmental and sustainable for local and regional communities overseas. These projects will have an educational benefit to both BGU students and students in economically disadvantaged communities.

4.9 To achieve this, the University will seek to foster links with partners in developing countries. These partners will help the University to understand the needs of the local community and aid their development in a way which is empowering and enables a common mutuality to be established.

4.10 A Project Development Group will be formed to assess projects against a range of criteria including ethical concerns and make sure they adhere to the philosophy and principles of the University. The success of the projects will be monitored by a project management team to assess the impact and analyse other mutually beneficial objectives for future work. Funding opportunities from organisations in donor-funded markets such as Australian Agency for International Development (AusAid), Department for International Development (DFID), US Agency for International Development and the World Bank will be explored.

Monitoring and Implementation

To monitor and ensure the effective implementation of the strategy the University will develop a two-tiered structure. This will consist of an International Strategy Group and an International Operational Group. The International Strategy Group will have the remit of tracking progress against the International strategy and the business plan on a quarterly basis and discussing the strategic context and how it affects the evolution of the strategy.

The International Group will be an operational group comprising key stakeholders across the University, including but not limited to: Admission; Recruitment; Marketing; Student Advice; Students; Business Development and Quality Assurance. This group will meet on a monthly basis to discuss the day to day operational issues around the International strategy. Information from the International group will be reported at various meetings across the University including the International Strategy Group.

These groups will also have a remit to ensure any Transnational Education (TNE) activity is delivered in accordance with regulatory requirements both at home and abroad. TNE has been defined in a variety of different ways over a number of years. Each of the definitions has slight variations between them. For the purpose of this strategy TNE is defined as 'any education delivered by an institution based in one country to students located in another' (McBurnie and Ziguras 2006). TNE includes distance education courses offered by providers located in another country, joint programmes offered between a local provider and a foreign institution, franchised courses offered with or without involvement of staff members from the parent institution, and foreign campuses of institutions developed with or without local partnerships. Over the next 4 years the University will seek to develop TNE by exploring the possibilities of delivering joint degree programmes with International partners at both undergraduate and post graduate level. Additionally, the delivery of CPD programmes delivered in market will also be considered as TNE. The delivery of TNE provides specific risks to the University. In order to mitigate these risks the University will develop a series of robust Quality Assurance processes to ensure the provision and student experience is of a comparable standard and quality to programmes delivered within the UK. These processes will include due diligence of partners, validation and approval of course content and moderation of assessment and delivery. The University will work closely with the UKTI and the British Chamber of Commerce in overseas markets to ensure robust policies around contracts and payment terms are also developed.

The University will invest the appropriate resources to create an International culture. The International office will provide a central resource and coordinate the strategic activities highlighted above acting as a facilitating hub providing advice and support to Academic Schools and University departments.

Strategic Targets

By the end of the Academic Year 2019/20 the University aims to have:

- Increased the number of International students to 80.
- Increased the number of students on outward mobility programmes to 50 per year.
- 5% of staff participating on outward mobility programmes each year.
- Delivered at least two mutually beneficial projects.
- Generated at least £10,000 surplus from commercial projects.
- Generated at least £100,000 of income from research awards with International partners.
- Developed six International research partnerships.
- Delivered at least one joint programme with an international partner.