

Internationalisation Strategy

2020

Internationalisation Strategy 2020

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Strategic Intent

Our Internationalisation Strategy sets out how we will become a fully internationalised University that is global in outlook and reach in the context of Strategy 2020.

Key Strategic Aims

Internationalisation Strategy 2020

- **To embed internationalisation throughout our University, systems and culture, permeating the full range of learning and teaching, research and knowledge exchange activities by 2020.**
- **To provide internationalised learning and teaching which enable our students to develop as global citizens.**
- **To undertake research and innovation that provide solutions to economic, social and community challenges throughout the reach of our international partnerships and activities.**

Introduction / Summary

Internationalisation is one of the four main objectives of the **University's Strategy 2020** and will make a substantial contribution to building our academic reputation, transforming the student experience, improving graduate employability and generating income. Strategy 2020 states that to enhance and internationalise our work we will:

- **Build strategic partnerships at home and in strategically important regions of the world.**
- **Grow transnational higher education delivery and international accessibility of our programmes.**
- **Grow our international student community, ensuring high levels of student satisfaction and integration.**
- **Create an 'internationalised' environment, through our curriculum, pedagogy, research, service delivery, and increasing staff and student mobility and experience.**
- **Develop new sustainable models of expanding the University's activities, its reputation and the visibility of its brand overseas.**
- **Work with our city and region to increase local cultural and economic benefits of the international profile and reach of the University.**

Edinburgh Napier University will build upon its reputation for being one of Scotland's most international universities. Currently 49 per cent of our students in Edinburgh are recruited from out with the United Kingdom embracing over 100 different nationalities. Globally over 3,390 full-time equivalent (fte) students are studying on our transnational programmes delivered in China, Hong Kong, India, Malaysia, Singapore, Thailand, Sri Lanka, France, and Switzerland. The University has a growing suite of online programmes which are available globally. There is evidence of some internationalisation of the student experience with many of our programmes incorporating international content and providing opportunities for international study. The University is also involved in international research in a number of fields. This strategy sets out the process for completing the internationalisation of the University.

We will build Edinburgh Napier's reputation as an internationalised University with a global outlook and reach, a strong position in international markets, producing graduates who are highly employable in a global environment, conducting research and knowledge exchange activities which are internationally relevant and recognised.

Our international activities will be delivered under the brand 'Edinburgh Napier Global' which represents our holistic approach to internationalisation.

Edinburgh Napier Global embraces eight strategic dimensions which define internationalisation and through which the University will achieve and demonstrate its progress towards this goal. The dimensions are:

- **International reputation and profile**
- **Internationalised student experience and curriculum**
- **Internationalised staff**
- **International student recruitment**
- **Transnational education (TNE)**
- **International research and knowledge exchange**
- **International alumni networks and philanthropy**
- **Internationalised University services**

International Reputation and Profile

Key to the success of the internationalisation strategy is the University's reputation and profile. A strong international reputation is essential to delivering all the other dimensions of the strategy, particularly the development of international partnerships, TNE (delivery of programmes outside the UK), and international student and staff recruitment.

Objectives

- **To be externally recognised as an internationalised University.**
- **To develop Edinburgh Napier Global as the brand which encompasses and represents the University's internationalisation.**
- **To build brand recognition of Edinburgh Napier Global in key global markets.**

Indicators of Success

- **Brand awareness of Edinburgh Napier Global in our key markets.**
- **Global reach of our activities.**
- **Quality of provision and partnerships.**
- **International Accreditations.**
- **Retention of Highly trusted status with UKVI**

Delivering Success

The University already has a good reputation as one of Scotland's leading universities for internationalisation. This reputation is based upon the size and quality of our transnational provision and the international mix of our student body. Key to the success of this strategy is the success of Strategy 2020 in building our academic reputation and the consequent improvement in our league table position. The component parts of this strategy will enable us to build our global reputation as an internationalised University. Strategy 2020 already contains the general steps being taken to improve the University's league table position. This strategy sets out the steps to be taken specific to internationalisation. In particular the strategy will:

- **Identify the key markets to be prioritised by the University in increasing its reach, expanding its activities and building awareness of the Edinburgh Napier Global brand.**
- **Develop the business models required to support the expansion of activities (partnerships, staffing financial resources etc.).**
- **Ensure that the University's operational plans (Academic, Student Experience, Schools and Professional Services) all incorporate an internationalised dimension clearly specifying international goals, objectives, performance indicators and plans.**
- **Set out specific operational plans for the development of international student recruitment and TNE.**

Internationalised Student Experience and Curriculum

Student experience is at the heart of both the University's Strategy to 2020 and this Internationalisation Strategy. Our approach will be transformational and will promote a high quality, equitable, global learning experience for all our students irrespective of their geographical location or background, an inclusive curriculum design and a culture in which all staff support the international agenda.

Objectives

- **To ensure all the University's international and transnational education activity are driven by high quality student experience.**
- **To deliver curriculum which responds to diverse needs of our students, including on/off campus and online, and promotes active engagement with a global, interconnected society.**
- **To ensure every student can access mobility, language study and intercultural competencies.**
- **To promote intercultural awareness for all staff.**

Indicators of Success

- **Excellent student feedback in the National Student Survey (NSS) and Postgraduate Taught Experience Survey (PTES) promoting the University globally.**
- **Clear and functional set of guidelines on internationalised curriculum design for programme teams.**
- **By 2020, 20 per cent of the University's full-time, undergraduate students will have engaged in outward mobility activity of one week or more during their degree. (Note: the definitions of student mobility currently include only full year and single trimester student mobility and Erasmus funded work placements. The new definition will cover all categories of short-term mobility programmes, all international internships and participation in summer schools.)**
- **All undergraduate students will have the opportunity to engage in language and/or intercultural study by 2020.**

Delivering Success

The University already has a range of successful curriculum interventions, student mobility, language study and a considerable proportion of staff engaged in international experience. This strategic effort, however, will aim to deliver an internationalised student experience and high quality curriculum in all that we do. This will be achieved by:

- **Develop an institutional definition of mobility which will be adopted by each of our schools to inform, grow and measure the success of outward mobility activity.**
- **A coordinated induction, social activities and clubs, in collaboration with Napier Students' Association (NSA), to ensure all home and international students, irrespective of their location or origin, benefit from internationalisation.**
- **Adapting undergraduate programme structures to enable full-time undergraduate students to undertake international mobility and language / intercultural studies. This activity will be credit-bearing whenever possible and, when this is not possible, students will receive University certification to recognise their participation in mobility activities. There will be opportunities for international mobility on full-time postgraduate programmes whenever possible.**
- **Providing a set of principles and a toolkit to guide programme teams in internationalised curriculum design and to review programmes.**
- **Developing short-term mobility opportunities that are embedded on a range of modules and at a range of levels.**
- **Sourcing and advising students on an increased number of international internship opportunities.**
- **Developing a system of recording all outward mobility activity to ensure that growth can be measured and reviewed regularly.**
- **Ensuring appropriate and full recognition is given for a student's participation in any of the University's internationalisation initiatives.**
- **Enabling staff placements, opportunities for staff international collaborations and development of intercultural (and language skills) for staff as part of PDR process.**

This dimension will be set out in detail in the University's Student Experience Strategy and in the plans of the schools and related professional services.

Internationalised Staff

The University will grow a diverse staff base in which staff will benefit from an international experience which, in turn, will strengthen career development opportunities in a global context and enhance internationalisation of the student experience.

Objectives

- **To ensure that staff are international in outlook, providing an internationalised experience for students.**
- **To facilitate international collaborations for teaching, exchanges, research, administration and professional services.**
- **To provide development opportunities for staff to gain international perspective and experience through cultural awareness training, teaching, research and knowledge transfer and commercial activities.**
- **To draw upon visiting scholars and professors to deepen our international perspective.**
- **To promote teaching / training / research opportunities for staff at partner universities.**

Indicators of Success

- **Number of staff from different international backgrounds.**
- **Number of staff involved in teaching overseas, participating in conferences, engaged in international research and knowledge exchange and commercial projects.**
- **Increased number of and revenue from international research and commercial collaborations.**
- **The number of staff engaged in international exchanges and internships.**
- **Number of visiting scholars and professors from different global regions.**
- **The range and quality of staff involvement in international activities, including recruitment, programme approvals, academic support and evaluation of learning.**

Delivering Success

To deliver success:

- **Recruitment strategies will support extension of a diversified staff base.**
- **Recruitment strategies will enable employment of staff on a range of different contracts to support the range of delivery models to support TNE.**

Internal structures will ensure staff are supported and facilitated in achieving increased international collaboration, exchanges, research income and internships / sabbaticals.

This dimension will be set out in detail in the plans of the schools and related professional services.

International Student Recruitment

Growing on-campus international student numbers is an important part of this strategy. The new international recruitment strategy 2015-2020 will outline the recruitment and marketing tactics required to achieve successful and sustainable growth.

Objectives

- **To double the number of on-campus non-EU enrolments from the current baseline level to 1870 (fte) by 2020 whilst maintaining high levels of student satisfaction.**
- **To increase the number of international enrolments through progression from Edinburgh International College (EIC).**
- **To achieve greater diversification of our international student population in terms of nationality, with an emphasis in increasing taught and research postgraduate numbers.**
- **To grow the number of EU-domiciled students on postgraduate programmes.**

Indicators of Success

- **On-campus non-EU student numbers.**
- **Diversity of EU and non-EU student population on campus.**
- **Number and percentage of non-EU students recruited from EIC.**

Delivering Success

Key features of the new strategy will include:

- **Expansion and development of the University's agent network to increase the percentage of international enrolments via agents.**
- **Strategic investment in new posts to support international recruitment and admissions in Edinburgh and overseas.**
- **Strategic partnerships with institutions in our target markets to develop articulation routes into Edinburgh Napier programmes.**
- **Close collaborative working with EIC to provide the maximum number of articulation opportunities to Edinburgh Napier's programme portfolio.**
- **Joint marketing initiatives with the EIC and Navitas in-country staff, agent networks and marketing and admissions teams.**
- **Close collaboration with Professional Services in the University, particularly External Relations & Communications and Student & Academic Services.**
- **Targeted conversion campaigns to provide increasingly personalised information to applicants and increase the conversion rate of applications to registrations.**

This dimension will be set out in detail in an International Student Recruitment Strategy and Operational Plan.

Transnational Education

TNE is a central component of the University's internationalisation strategy in terms of global reach, reputation and revenue. Our approach will be strategic and will put the student experience at the heart of the TNE offering.

Objectives

- **To build a reputation as a world leading provider of TNE.**
- **To bring about a strategic transformation of TNE activity through new models of partnership and delivery.**
- **To double revenue from TNE partnerships with sustainable levels of surplus.**
- **To diversify the academic portfolio and geographical spread of TNE provision in new markets.**

Indicators of Success

- **The University will have International Centres, with a critical mass of students, operating by 2020, offering a portfolio of University programmes.**
- **Excellent student feedback through an increased range and number of student surveys, annual monitoring and QAA reports.**
- **Number of students studying on University TNE programmes will increase from a baseline of 3,390 (fte) in 2013/14 to 5,900 (fte) by 2020.**
- **Revenue will double by 2020 and we will meet agreed levels of surplus.**

Delivering Success

The University already has a track record of successful TNE provision, but to double provision in size and provide an excellent student experience, will require that we replace our organic approach to developments by one which is strategic and driven by the University's objectives. This will be achieved by:

- **Developing International Centres, with a critical mass of students, in key markets through partnerships with experienced providers.**
- **Maintaining and incrementally growing existing successful TNE partnerships.**
- **Developing radically new delivery models and approaches to staffing of TNE which enhance the student experience and ensure efficient delivery of our programmes.**
- **Expanding our online provision, supported through Global online Learning Centres.**

This dimension will be set out in detail in a Transnational Education Strategy and Operational Plan.

Internationalised Research and Knowledge Exchange

Research and knowledge exchange underpins the University's vision and mission. Research engagement and innovation inform everything that we do. Delivery of excellent research in niche areas is key to growing our international reputation. Knowledge exchange begins in the classroom and expands outwards regionally, nationally and globally.

Objectives

- **Grow our international academic reputation through our research excellence.**
- **Grow our international community of postgraduate research students.**
- **Grow our research income and maximize our research impact in the international arena.**
- **Grow inter-disciplinary research collaborating with partners globally.**

Indicators of Success

- **A strong Research Excellence Framework (REF) 2020 submission including 100 per cent more staff with 3* and 4* outputs (international and world standings).**
- **35 per cent increase in full-time postgraduate research students from 223 in 2014 to 300 in 2020 with corresponding numbers of non-EU students.**
- **Increase in research income by 102 per cent from £4.5m in 2014 to £9.1m by 2020.**
- **Increase KE/commercial income: Continuing Professional Development (CPD) to increase by 25 per cent from £2.4m in 2014 to £3m in 2020, consultancy to increase by 58 per cent from £1.9m in 2014 to £3m in 2020, amounting to combined growth of 40 per cent, with income from international projects increasing in proportion to overall increases.**
- **Strong links with local and global business producing a minimum average of 10 live knowledge transfer partnerships per annum to include an increased number of companies working in international markets.**

Delivering Success

The University has a modest track record of excellence in niche areas of applied or otherwise impactful research. To maintain and grow this research expertise, it is imperative to adopt a strategic approach informed by University objectives. The desired outcome will be achieved by encouraging and motivating on the one hand and by applying incentives and sanctions (where necessary) on the other. Progress will be monitored through the University's PDR process. Internationalisation of research will be achieved by:

- **Implementation of a promotion policy which incentivises research excellence and potential.**
- **External academic recruitment and internal support to increase numbers of research-active staff.**
- **Formal discipline-linked mentoring of Early Career Researchers (ECRs) by the professoriate to enhance the quality of research outputs.**
- **Inclusion of research and innovation clause in MoUs with overseas partners where appropriate.**

This dimension will be set out in detail in the University's Research Strategy and in the plans of the Schools.

Internationalised Alumni and Philanthropy

Our alumni are a key stakeholder group that can support the deliverables of our core business internationally as well as being strong global ambassadors for the University. The alumni team will work to ensure that our alumni in key international markets are aligned to deliver and support the outcomes of Strategy 2020.

Objectives

- **To develop our prospective base of supporters and to target key international markets for philanthropy aligned to Strategy 2020.**
- **To secure philanthropic revenue aligned to Strategy 2020 and maximise income to the University.**
- **Provide the University with a professional and co-ordinated development structure that will provide a framework and build the capacity / funds for achieving University-wide priorities.**
- **To build a programme of events and services which encourage international alumni to maintain links with the University and to participate in activities which support the University's activities.**
- **To provide networking opportunities through events and the web and to build a network of active alumni volunteers to support our internationalisation strategy.**
- **To increase alumni engagement in key recruitment and philanthropic markets to support the delivery of our revenue and engagement targets.**

Indicators of Success

- **£5m of the University's philanthropic income target generated from overseas.**
- **Number of leads and relationships which support the others strands of the internationalisation strategy around recruitment, research and commercialisation.**
- **An increase in our potential base of support, prospective donors, internationally by 20 per cent.**
- **An increase in number of alumni donating through the annual fund or face-to-face by 20 per cent.**
- **Ensure that alumni continue to share their expertise by delivering a master class (total of 16 per year [two per school]).**
- **Launch a new international case studies platform as part of the new University website.**
- **Number of alumni engaged in student mentoring in key areas (e.g. creative industries, accounting and law).**

Delivering Success

External Relations & Communications will work with International Operations to identify the key markets for recruitment and transnational education, engaging our alumni base and donors in these areas in support of the internationalisation strategy.

This dimension will be set out in detail in the plans of External Relations & Communications..

Internationalised University Professional Services

A strong, efficient and integrated infrastructure will be required to support the achievement of our international objectives. The University's systems, processes and approaches will need to recognise and respond to the needs of the University's internationalisation strategy with both professional services, directorates and academic schools working closely together to ensure efficiency and integration across the University's international activity.

Objectives

- **To ensure all the University's international and TNE activity is underpinned and supported by efficient and high quality systems and processes including the institutions information technology provision, quality processes and student and staff systems that are fit for purpose regardless of the geographic location of the University's activities or customers.**
- **To support the University's international student recruitment objectives by:**
 - **Providing high quality marketing and communications relevant to the markets in which the University is engaged.**
 - **Delivering an admissions service which is responsive and customer-focused via procedures and policies which are clearly documented, easily accessible, applied consistently within agreed timescales.**
- **To ensure the University's on-campus international student population benefit from a high quality student experience by:**
 - **The provision of high quality international student support and advice (encompassing pre-arrival information, arrival and orientation services, visa and immigration advice, cultural, and welfare) across each of the University's campuses.**
 - **Ensuring international students have access to positive support, information and advice on key issues that can affect their health and wellbeing at university.**
 - **The delivery of services which enhance the personal and professional development and employability potential of the University's international students impacting positively on their learning and life outcomes, and their employment prospects.**

Indicators of Success

- **On-campus non-EU student numbers and number of students studying on TNE programmes.**
- **Excellent international student satisfaction as indicated through surveys such as the NSS and PTES.**
- **Systems and processes that reflect the international diversity of the University's staff and student community both on and off campus.**

Delivering Success

School and professional services operational plans will outline explicitly how their processes, systems and activities will support the internationalisation agenda of the University, demonstrating a coordinated and efficient approach to supporting the delivery of the University's internationalisation objectives. Key aspects of this effort will include:

- **Ensuring University systems and processes are responsive to student and staff needs, regardless of geographical location, including the needs specifically required of a fully internationalised University, whilst ensuring compliance with external and internal regulations on a risk assessed and managed basis.**
- **The maintenance of Quality Assurance processes that are clear, robust and efficient, and provided within a collaborative approach to working, to support development of new provision and monitoring and enhancement of existing provision overseas.**
- **The provision of timely and accurate management information data to inform recruitment and TNE strategies and enable the monitoring of key performance indicators.**
- **Close collaboration and partnership working between schools and professional services across the University, particularly International Operations, Student & Academic Services, Information Services, External Relations & Communications, Finance Services, Planning & Business Intelligence, Human Resources & Development and Property & Facilities to ensure alignment.**

This dimension will be set out in further detail in the professional services annual plans.

Conclusions

This document sets out the overarching Internationalisation Strategy for the University to 2020. It will be accompanied by specific strategic and operational plans for:

- **International Student Recruitment**
- **Transnational Education**

The other dimensions of the international strategy will be addressed through the strategic and operational plans of the professional services, schools and the University's strategy for student experience.

The International Strategy Committee, convened by the Assistant Principal (Internationalisation) will be responsible for monitoring the strategy and for reporting on progress to the University Leadership Team and Academic Board on an annual basis.