

INTERNATIONALISATION STRATEGY 2015-2018



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Summary: This strategy outlines the University's approach to Internationalisation for the period 2015-18. It draws upon the RKE Strategy, the L&T Strategy and the KPIs for Admissions for certain aims and outcomes.	

Internationalisation Strategy 2015-18

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Introduction

The *University Strategic Plan 2015-20* established “Embedded Internationalisation” as Aim 1.5 of Strategic Priority #1 “To Educate.” Embedding recognises that internationalisation is a defining feature of higher education and a core activity of a contemporary university. There is general agreement that to be internationalised, a university must demonstrate strong levels of engagement in the following areas:

- An internationalised curriculum and significant student mobility (study abroad)
- A significant proportion of EU/international staff and students
- A significant level of partnership and collaboration with international institutions and organisations
- Successful academic and social integration of UK and EU/international students and staff
- Coordination of practices and processes with international partners to facilitate building stronger networks and relationships

These five elements provide the strategic priorities for this Strategy. We know ¹ they are already embraced by the University, some better than others, some more visibly than others, some more intentionally than others. Therefore, the overarching goal which unites these priorities is to increase the extent and quality of our activities whilst making them prominent and recognised. By doing so, the University will strengthen its international reputation and promote our distinctiveness to internal, regional, national and global audiences.

The Strategy is intensified by the focus on values which the *University Strategic Plan 2015-20* has articulated as a distinctive feature at Winchester. Internationalisation can contribute meaningfully to the freshness and vitality of the Values agenda by fostering an institution where staff and students alike possess an understanding of diverse cultures and possess an awareness of the global issues which are of growing importance for the future. Internationalisation offers a frame where encounters (at home and internationally) with different cultures are central to the student experience. It also provides novel and challenging opportunities to demonstrate our commitment to our values, especially through values-led educational and charitable projects overseas.

To achieve this, our aims and processes must be specific, measureable, sustainable and susceptible to critical review. This is inherently complicated because internationalisation is comprehensive, threading itself through the breath of the University. Therefore, the successful delivery of the Strategic Priorities will require input and commitment from Faculties, the RKE and L&T Centres and Professional Services. This gives rise to the final priority of this plan, which concerns the organisation and coordination of Internationalisation. This Strategy once agreed will be accompanied by an Implementation Plan managed by a new Internationalisation Implementation Group with a revised membership and constitution.

Related strategies

University Strategic Plan 2015-2020

Learning and Teaching Strategy 2015-2018

Research and Knowledge Exchange Strategy 2011-2015 (under revision)

¹ Professor Richard Neale, Report on Meetings with Deans and Heads of Dept. re Strategic Plan for Internationalisation (15 July 2015)

Strategic Priority 1: An Internationalised Curriculum and Study Abroad Opportunities

An internationalised curriculum means that a programme has embedded a significant level of engagement with topics and materials beyond the frame of the United Kingdom in its teaching and learning. By doing so, we broaden the perspective of our programmes and the outlook and experiences of our students. An internationalised curriculum is considered an essential for all programmes, except for those where accreditation is a restriction. An internationalised curriculum also recognises the need to provide study abroad opportunities of all kinds, not just exchanges but short term trips, internships and placements, and our aim is to increase the potential number of participants for all these. This aim correlates with Aim 3.5 of the Learning and Teaching Strategy 2015-18 which writes of encouraging students to “engage with the complex challenges of our contemporary world.” Students taking part in exchanges need to be fully prepared and this may include offering language support. A novel opportunity to host new cross-curricular modules focused on internationalisation themes exists via the new Institute for Value Studies. Finally, to encourage academic staff to develop an internationalised curriculum and study abroad activities, a bid for fund to support innovative activity will be established.

	Aim	By 2018 we will:
1.1	Except when restricted by accreditation, all Winchester programmes to have a curriculum which is internationalised	<ul style="list-style-type: none"> • Ensure that all programmes identify the international elements of their curriculum and alert students to the opportunities available
1.2	Expand and diversify the number of semester long exchange programmes and ensure students are fully prepared to participate	<ul style="list-style-type: none"> • Increase student participation in exchanges to at least 60 students per year • Expand exchanges in semester 2 to at least 25% of the total • Increase the number of exchange programmes in locations other than the USA
1.3	Increase the number of short term Study Abroad activities	<ul style="list-style-type: none"> • Increase the number of programmes offering regular “field trips” to at least six per year
1.4	Operate a competitive start up fund to support the internationalised curriculum	<ul style="list-style-type: none"> • Fund at least three new and innovative international activities per year
1.5	Collaborate with the Institute for Value Studies and other academic areas (for instance Global Politics and Business) to offer cross curricular internationalisation content to undergraduate students	<ul style="list-style-type: none"> • Offer at least two modules focused on internationalisation themes via the Value Studies scheme

Strategic Priority 2: A Diversity of Staff and Students

Our ability to successfully recruit significant numbers of staff and students from overseas is an important indicator of our internationalisation in more than just the numbers. Diversity is a key value and academic and professional services staff drawn from a variety of nationalities and cultural backgrounds embodies internationalisation for the University and enriches our community. Recruiting staff who are international in origin helps the intellectual community of the University thrive and reinforces the essential questioning nature of the academy. International staff can also bring fresh contacts and access to new networks to the University. At the same time, we want all the staff we recruit to be internationally aware, sensitive and able to participate in the endeavours which the strategy aims for and we recognise these are desirable criteria

for University job specifications. Similarly, the recruitment of international students in significant numbers and from diverse locales, enlivens the classroom and the campus and facilitates “internationalisation at home” (see Strategic Priority 4 for more on the social and academic integration of international students.) Our aim is to recruit 10% of the student population from non EU overseas sources by 2019/20 (aim in italics taken from KPI 5) and to recruit 5% of the 2018 undergraduate intake from the European Union.

	Aim	By 2018 we will:
2.1	Maximise our potential to recruit staff who are international and internationally aware	<ul style="list-style-type: none"> • Ensure that international awareness is a recognised element of our selection processes and job specifications
2.2	Increase recruitment of international (outside EU/inside EU) students	<ul style="list-style-type: none"> • <i>Recruit 10% of the total student population from overseas (not including EU) [KPI 5]</i> • Recruit 5% of the full-time 2018 intake from EU (the UCAS mean for the sector)
2.3	Operate a scholarship scheme for international (non EU) students	<ul style="list-style-type: none"> • Offer at least three Vice-Chancellor’s Scholarships to students from targeted nations

Strategic Priority 3: International Collaboration

The University *Strategic Plan 2015-20* has set as Objective 1.5.1 that we will “seek deeper and wider global partnerships, encompassing collaboration in teaching and research.” The quality of our existing partnerships needs to be assessed and new partnerships should align with our values (the University should take care to avoid those which contradict.) Greater opportunities for academic staff to spend time on exchange at a partner need to be created (in addition to those funded by Erasmus+.) Regarding our values, international charities and development agencies make a valuable contribution to “the public good” and increasing the extent of such partnerships is an important aim. The items in italics below are taken from the 2015-20 RKE Strategy which has the overall goal of delivering economic, social and cultural impact at regional, national and international levels.

	Aim	By 2018 we will:
3.1	Increase awareness of our existing institutional partnerships, ensure they are of high quality, and deepen the range of our collaborative activities with partners and within academic networks	<ul style="list-style-type: none"> • <i>Use the CRM system to share information across Faculties and Departments (RKE 2.2.3)</i> • Be assured that our existing partnerships remain congruent with our strategic priorities and values
3.2	Seek out new alliances with institutions that share our values and play an active role in networks of values-driven higher education institutions	<ul style="list-style-type: none"> • Lead or participate in at least two major international activities (including conferences) central to the enhancement of the University’s Values • Establish at least one Joint Degree programme • <i>In each UoA, conduct at least one research and knowledge exchange project with international partners per annum (RKE 1.3.5)</i>
3.3	Ensure more regular staff mobility to and from our partners (in addition to Erasmus+) and participate in other international cultural exchange events	<ul style="list-style-type: none"> • Organise at least three reciprocal staff mobilities (in addition to Erasmus +) each year • <i>Play a part in at least one international festival per annum (RKE 2.1.4)</i> •

3.4	Enhance the public good by partnership with international charities, development agencies and other organisations	<ul style="list-style-type: none"> • Be a partner in the work of at least two international charities or development agencies • <i>Participate in at least two collaborative projects with LEPs, NHS or other public sector body per annum (RKE 2.1.2)</i>
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Strategic Priority 4: The Integration of students

A critical mass of international students, drawn from diverse constituencies, will internationalise the University by their mere presence, but to be truly effective (and to ensure satisfied students) our aim is to integrate international students into our community, whilst at the same time recognising and celebrating their diversity. International students provide a resource for the University and we should aim to find ways to include them in the activities we create to encourage a global outlook amongst UK students. Means need to be found by which specific programmes can draw upon international students as a resource, (for instance in their classes), including activities organised via the Institute for Value Studies. Successful academic integration also recognises that international students have particular pedagogic and pastoral requirements which our support provision, including staff development, should meet. Social integration is also important and the International Students Society and the Student Union will be effective partners in this endeavour. Providing opportunities to study a foreign language can aid social integration and encourage a global outlook.

	Aim	By 2018 we will:
4.1	Encourage a global outlook and awareness across the entire student body	<ul style="list-style-type: none"> • Offer at least two public lectures on Internationalisation topics each year • Offer at least two Value Studies modules on internationalisation themes each year • Offer enhanced online language training provision
4.2	Better integrate international students into the University community and utilise them as a resource to internationalise the experience of all students at Winchester	<ul style="list-style-type: none"> • Celebrate the diversity of the student body via a series of themed events • Ensure Faculties actively promote in-session academic language support to their international students • Offer a voluntary database that allows international students to be drawn upon to participate in classes outside their programme
4.3	Provide staff development to assist staff to meet the specific needs of international students	<ul style="list-style-type: none"> • Offer regular staff development sessions for academic and professional services staff
4.4	Work with the International Students Society and the Student Union to enhance the integration of international students	<ul style="list-style-type: none"> • Offer at least two internationally themed social events each year • Provide a student buddying scheme

Strategic Priority 5: Coordination and Management

Internationalisation is inherently comprehensive, involving academic programmes and departments, the RKE and L&T Centres and Professional Services. The attendant responsibilities and expectations need to be clearly signalled to these stakeholders. The present Internationalisation Steering Group will be formalised as the Internationalisation Implementation Group, with its membership revised to include representatives from RKE and L&T and its role in the monitoring and the implementation of the Strategic Plan will be clearly articulated. It is also vital to capture the wide range of activities taking place across the breadth of the University, not just for report, but to disseminate success, reward innovation and encourage emulation. Publicising successful international activities by staff and students should be an essential part of our webpage and other marketing in order to make Winchester's identity more internationally recognised.

	Aim	By 2018 we will:
5.1	A strong Internationalisation Implementation Group with a revised membership and constitution	<ul style="list-style-type: none"> • Have established the Internationalisation Implementation Group as the key coordinator for internationalisation in the University • Have established clear responsibilities and expectations for all areas of the University
5.2	To ensure our internationalisation activity is better communicated and marketed to internal and external audiences	<ul style="list-style-type: none"> • Ensure the University webpage represents international activity more significantly and on a regular basis as a news item • Ensure that all programme and department pages represent international activities and the international elements of their courses and curriculum • Have a strong presence in social media for our international activities • Award an annual Vice-Chancellor's prize for Internationalisation, to recognise outstanding achievement by individual staff and students