



## **GLOBAL ENGAGEMENT STRATEGY**

2017–2020

### **SHARING OUR GLOBAL VISION**

The University of Portsmouth's Global Engagement Strategy builds on our international profile, presence and reputation. It envisions a heightened engagement with international partners and institutions, a globally engaged staff and student body, and a continuing contribution to the University's profile, reach and reputation. This strategy commits us to incorporating a global mindset across the University into all of our activities. We will strengthen our understanding of how we work in a global environment. Our aim is to develop a strong international focus and awareness in all our staff and students requiring active commitment from all of our community. This is a three-year strategy that aligns with the University's Strategy 2015–2020, and should be regarded as a first phase aimed at enhancing the engagement from staff, students, stakeholders and the community globally.

The second phase of the strategy will be developed to align with the University's Strategy for the five-year period beyond 2020. It also aligns and underpins the Research and Innovation Strategy and the Education Strategy. We will be delivering the strategy at a time when the national and global climate – political, social and economic – is uncertain and fast changing. We need to provide an environment that offers new opportunities and challenges for future generations of staff and students in the context of a globally connected world.

Chris Chang  
Pro Vice-Chancellor (Global Engagement)

## OUR VALUES

### **Ambitious**

- We pursue bold ideas in an environment where creativity, innovation and success is encouraged and celebrated.
- We nurture and value relationships and partnerships that foster a global outlook.
- We inspire and support staff and students to achieve their potential and meet the challenges of society.
- We never settle for second best.

### **Responsible**

- We act with integrity for the greater good.
- We insist on upholding the highest academic and professional standards.
- We respect and celebrate diversity and equal opportunity through an inclusive culture.
- We aim for sustainability across all our activities.

### **Open**

- We work consultatively and collaboratively to benefit from new perspectives.
- We share ideas and maintain transparency.
- We are trustworthy and do what we say we will do.
- We listen and respond to the needs of our students and staff.

## **STRATEGIC PLAN**

This Global Engagement Strategy 2017–2020 outlines our ambitions and objectives in order to continue to develop as a global university and to deliver our vision of creating a network of strategic global partnerships to support internationalisation. This is a key aspect of the University's vision and mission as embodied in its Strategic Plan 2015–2020.

To do this, we have said in the strategic plan that we would:

- Promote internationalisation in all areas of our activity, including development of a globally relevant curriculum and effective integration of British, European and international students.
- Actively encourage development of a global mindset in staff and students through mobility, collaborative projects and other activities that enable learning from other cultures.
- Significantly enhance our international profile by establishing major new partnerships that extend the strength, scale and impact of our international education, research and innovation activities.
- Expand transnational education, with strategic partnerships giving worldwide access to Portsmouth's education where this adds value to the University, our students and society.
- Contribute collaboratively to the development of educational and research capacity and capability in emerging economies.

## **DELIVERING OUR AMBITIONS**

The Global Engagement Strategy ensures that we deliver these ambitions through a number of key pillars and linking it as a crosscutting strategy to underpin the other two key University Strategies – the Research and Innovation Strategy and the Education Strategy, supported by the other key enabling strategies such as the People Strategy and the IT Strategy.

Our ambition is to improve our position and profile as a globally recognised and engaged university, with a vibrant and diverse international community. We aspire for our students to be global graduates and are committed to collaborating with other leading international partners to enhance our research, teaching and innovation activities.

Over the next three years, we will expand our collaborative links and enter into strategic alliances with high-quality partners with shared values and mission. We will pursue opportunities to enhance the profile, reach, standing and status of the University globally, including developing research, and teaching and learning opportunities.

We will expand our global communities of learners through transnational education (TNE) with key strategic partnerships, as well as digital delivery that will provide opportunities for worldwide access to Portsmouth's education, where this adds real value to students, staff and society. Through this, we will ensure that our on-campus students will have access to global communities through exchange programmes, internships and placements, volunteering and through digital collaboration, particularly with our TNE partners.

Our strategy will focus on a number of quality institutional partnerships that add breadth and depth, and that aligns with the strategic aims and ambitions of our faculties and research institutes. In the spirit of a shared institutional commitment to delivering the strategy, we will look to all parts of the University to work collaboratively together to contribute to our future success.

This strategy is built on four pillars of global engagement. These are:

- Globalisation and the global graduate
- Our international footprint and reach
- Supporting international research
- Our international position, brand and profile

## **GLOBALISATION AND THE GLOBAL GRADUATE**

We will promote globalisation in all areas of our activity, including the development of a globally relevant curriculum. We will also seek to actively encourage and foster the development of a global mindset in staff and students and engagement with a global community. We will empower our students to be global citizens. We will learn from the diverse student and staff body that we have within the University. To enable this, we will:

- Review our courses and curriculum to ensure that they are globally relevant.
- Provide a range of learning opportunities and excellent holistic pastoral and academic support that engages our on-campus and extended international communities.
- Increase the number of international exchange programmes and career-enhancing opportunities provided across the student body.
- Review and develop a range of intercultural opportunities on and off campus for an international experience for our students.

- Provide a range of language-learning opportunities to our students.
- Create and promote global engagement internally and externally to form part of our identity and reputation.
- Support our students and staff learning in a global digital environment.

‘The intentional process of integrating an international, intercultural or global dimension into the purpose, functions 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.’

*European Parliament 2015*

## **INTERNATIONAL FOOTPRINT AND REACH**

### UNIVERSITY OF PORTSMOUTH GLOBAL PARTNERSHIPS

We will ensure that we grow our international footprint and reach by seeking strategic collaborations and opportunities in a diverse range of countries, as well as ensuring that our international presence is enhanced through a diversification of our international marketing and recruitment strategy.

We will:

- Seek opportunities to work with high-quality partners of choice across the world.
- Look to match our academic and research strengths with complementary overseas institutions.
- Recruit the best quality students from a wide geographical range of countries identified through our international recruitment and marketing strategy – ensuring that we have in place strategies to mitigate the effect of the UK’s withdrawal from the European Union on our student recruitment.
- Extend the opportunity to benefit from a Portsmouth degree to off campus students in international locations. We will seek to do this by developing and expanding strategic partnerships that extend the strengths, scale and impact of providing worldwide access to Portsmouth’s education where this adds value and contributes to emerging economies.
- Work to ensure exacting quality standards and student experience in all our overseas programmes.
- Become a partner of choice for TNE in strategic markets.
- Develop, nurture and sustain relationships with our partners as key stakeholders for mutual benefit.
- Support the continuing growth of pathway colleges, such as the International College Portsmouth that feed into programmes at the University.

## **SUPPORTING INTERNATIONAL RESEARCH**

Working in conjunction with the Research and Innovation Strategy we will seek to support and enhance our research and innovation activities in a global context particularly in conjunction with our cross disciplinary thematic areas. To do this, we will:

- Facilitate international research collaborations that address key issues facing society and reflect global concerns.
- Work with the best overseas researchers and research institutions that can enhance and complement our research and innovation strengths.

- Expand opportunities and support for academic staff and students to engage in research and innovation at a global level.
- Support the growth of our international postgraduate research and professional doctorates student population.
- Collaborate with our global partners in order to support the development of staff and mutual exchange of knowledge and skills.
- Support and develop capacity in our staff in developing international bids for research and innovation funding.
- Communicate the impact of our research to our key international audiences.

## **INTERNATIONAL REPUTATION, BRAND AND PROFILE**

As a University with a student population from over 150 countries and delivery of our programmes on three different continents, we will seek to continue to expand our international reputation, brand and profile. We aim to:

- Grow our global brand and profile in line with the overall University's brand;
- Seek to improve our key metrics that impact and influence our position in the international rankings of universities.
- Ensure that our digital and new media strategy is appropriate for our global audiences.
- Attract the best staff, students, researchers and educators from across the world.
- Ensure that our international recruitment activity encompasses a diverse portfolio of activities and markets appropriate to our global position and profile and, in particular, to grow our postgraduate taught and postgraduate research population.
- Ensure that our recruitment strategy and the contribution from our TNE activity mitigate the effects of the UK's withdrawal from the European Union in terms of student recruitment.
- Support our staff in developing their global networks and engagement.
- Harness the commitment and enthusiasm of our international alumni and collaborative and research partners.
- Commitment to an approach that incorporates ethical conduct and corporate social responsibility.

## **DELIVERING THE STRATEGY**

In order to deliver this strategy, we will need our community to work together collaboratively to ensure a joined-up and coherent approach to global engagement. Underpinning this will be the underlying International Marketing and Recruitment Strategy with individual priority Country Plans and Faculty Strategic Global Engagement Implementation plans. We will actively encourage the continued development of a global mindset in our staff and students through mobility, collaborative projects and other activities that enable learning from other cultures.

We will:

- Promote a university culture and narrative that is international in outlook and embraces global diversity. We will do this by delivering a range of activities such as Global Week, conferences and seminars on global engagement, training and development opportunities, developing informal cross-institutional regional groups and other events that will provide the opportunity to develop the global outlook for our people.
- Extend opportunities to staff and students to engage globally with international partners and organisations for mutual benefit through the further development of our staff and student exchange programmes (including development of funding opportunities),

placement, internships, volunteering, summer schools, enabling industry and employer connections, and research opportunities. This will work in conjunction with the Education Strategy and our Research and Innovation Strategy to ensure that our graduates develop a global mindset.

- Increase student participation on our Institution Wide Language Programme (IWLP) by 15 per cent each year for the next three years.
- Review and develop a curriculum and a portfolio of academic programmes with an international focus and orientation, as well as a flexible delivery model that is right for our global communities of learners and our position as a globally engaged university. In doing this we will include the work from the Higher Education Academy framework for internationalising higher education.
- Encourage the growth of intercultural and international opportunities in the curriculum.
- Review our policy and provision for visiting lecturers and staff from abroad to encourage an environment that fosters cross-cultural and international collaboration.

## **IMPLEMENTATION**

We will create appropriate structures, processes and systems to meet international opportunities. We will:

- Integrate international roles and responsibilities across the University in a structure that provides clear oversight and direction of our international activity. This will include senior leadership roles in the faculties to lead in the area of global engagement. We will rename and promote the International Office and our Regional Offices to University of Portsmouth Global (UoP Global) with a refocused team for global engagement.
- Resource appropriately to achieve targeted growth in on-campus, digital and TNE delivery.
- Exploit innovation and research opportunities whilst maintaining standards and enhancing the student experience.
- Adopt agile and responsive systems to enable us to react quickly to the right international opportunities as they arise and monitor the development of these opportunities through the use of our customer relationship management (CRM) system.
- Develop appropriate policies and procedures that encourage our staff and students to benefit from international opportunities.
- Review and continue to enhance our processes for global engagement including our quality assurance processes for partnership development that will enable us to broaden our relationships where appropriate.
- Actively support the development and implementation of faculty strategic global engagement plans, working with colleagues to ensure coherence and alignment with the University Strategy and the Global Engagement Strategy.
- Foster greater engagement through enhanced internal partnership and cross-faculty working.
- Support the continued development of research opportunities and bids and partnerships, through Research and Innovation Services and UoP Global.
- Review and improve our processes and rules for international collaboration particularly in the area of PhD activity, in conjunction with the Graduate School and the faculties.

## **EXPANDING OUR PRESENCE**

We will expand our international presence within and outside Europe and provide a presence in a number of key regions from which to engage with students and partners.

We will:

- Use our network of regional offices in China, Malaysia and India to support the delivery of this strategy. We will seek to open two further overseas regional offices or presence during the next five years to cover our recruitment and development activities in Africa and the Middle East.
- Expand our international partners for transnational education (TNE) programmes by creating strategic institutional and faculty partnerships to ensure that we have partnerships in four different continents that will sustain the continued growth in our TNE numbers and have the potential for enhanced engagement. These partnerships will build on our strengths and enable faculty engagement across the University. In doing so, we will explore and consider different models of collaboration including branch or managed campuses, validation and franchises, dual awards, articulation and progression as well as exchanges and study abroad.
- Develop feasibility studies on the potential of a global dual award qualification for our undergraduate students in the different faculties as part of the development of their global outlook. We will explore the potential in specific key countries for this development.
- Continue to support our Erasmus partners and explore our engagement with them to support student and staff mobility in the context of the UK's departure from the European Union.
- Review our current partnership arrangements and, where appropriate, we will seek to broaden and widen our relationships.
- Review the agreements for our collaborative provision – transnational education, student and staff exchanges, articulation, progression and placement, memorandum of understandings – to ensure that they are fit for purpose and provide appropriate protection for the University.
- Engage with our international alumni community to support our international ambitions and to enhance our profile and presence in the respective countries. This will include the setting up of Country Alumni Chapters to support our engagement with students, institutional partners and employers/businesses. By 2020 we will have five Country Alumni Chapters in place.
- Encourage the participation of our University teaching, research and professional staff in overseas assignments and projects to support the development and delivery of our TNE programmes.
- Map our existing activity at institutional, faculty and school level to identify potential partners, regions or countries where we can expand our activity by leveraging on existing links and relationships.
- Work collaboratively with Portsmouth City Council in terms of their international priorities and where these align to our priorities.

## **SUPPORTIVE ENVIRONMENT FOR OUR GLOBAL STUDENT POPULATION**

We will invest in our technology, our services and our estate to provide a high-quality and supportive environment for our global student population.

We will:

- Deliver first-class student support for our international students from enquiry and graduation to employment.
- Aim to offer student housing to every new international student by 2018/2019

- Continue to enhance support services to international students in English language, academic skills and personal development. We will do so by ensuring that we have the right structure and mechanisms to deliver these services.
- Review our English language support provision to ensure that we are effective in our pre-entry support including delivering opportunities in our priority markets. We will also look to develop this service as a broader business development opportunity.
- Provide an environment and opportunities for our UK students to engage with our international students whether formally or informally.
- Continue the development of graduate skills in line with the hallmarks of the Portsmouth graduate for all students.
- Offer appropriate visa and immigration advice and support whilst remaining compliant with all UK visa and immigration requirements.
- Ensure that we continue to provide appropriate support to our students with our TNE and pathway partners and international distance/online learners so that they have the right student experience.

## **OUTREACH AND RECRUITMENT**

We will develop and implement an international recruitment and marketing strategy that will cover both European and non-European markets with evidence-based market research, detailed market planning, effectiveness/efficiency reviews and clear targets.

We will:

- Ensure that our portfolio of academic programmes is responsive to the demands of our global markets. The portfolio review will incorporate market appraisal in relation to international opportunities in line with the Education Strategy.
- Build and circulate management information reports that give us instant access to relevant, timely and accurate data. In particular, we will collect and monitor data on applications, conversions and enrolments that will inform our international marketing and recruitment activity.
- Use appropriate CRM systems that enhance our applicant and partner engagement and structure and manage external communications.
- We will continue to review and monitor the performance of our agent and recruitment network to ensure that we have a quality agent and recruitment network competitively engaged that supports the delivery of our strategy. This will include a review of our agents' agreements to ensure that that it is appropriate for our engagement with them.
- We will investigate and develop a study abroad programme and, where appropriate, a summer school programme in line with our review of the academic year and curriculum framework. The needs of our international strategy and teaching patterns will be reflected in that review.
- Develop a communications and marketing strategy using both digital and traditional media to promote our global engagement and to continue to raise the impact of our research and innovation.