



Senate

Paper Title	Update on the development of a QMUL International Strategy
Outcome requested	Senate is asked to note the attached draft of the International Strategy
Points for Senate members to note and further information	<ul style="list-style-type: none"> • Further to the paper that Senate received in November 2014, the attached revised draft of the International Strategy (Appendix 1) follows an extended period of consultation and reflects feedback received from across QMUL; • Consultation has included discussion at Senior Leadership Group, 121 meetings with HoDs of Schools and Directors of Professional Services and three all-staff consultation events held at Mile End, Whitechapel and Charterhouse Square. Records of each are available on request; • An International Strategy Task and Finish Group, established in January 2015, has overseen development of the strategy. Please see Appendix 2 for terms of reference, membership and meeting schedule; • Work is ongoing to identify Indicators of Progress to monitor the strategy. Subject to these being finalised, and minor amendments being made, the final draft of the strategy will be presented to QMSE for approval in July 2015; • Once approved, the final strategy including indicators of progress and its corresponding risk register will be presented to Council and Senate for information; • In due course, the approved International Strategy will be added to the QMUL strategy microsite, with links to both the main QMUL strategy and corresponding supporting strategies clearly indicated; • A VP International Advisory Group (VPIAG) will be established in 2015/16. Oversight of the strategy's implementation and monitoring will sit with this group.
Questions for Senate to consider	N/A – for information only
Regulatory/statutory reference points	N/A
Strategy and risk	<p>The International Strategy will support the following Strategic Aims as set out in the College Strategy:</p> <p>4.1 Promote global research interactions by creating major collaborations and nurturing their success.</p>

	<p>4.2 Increase study-related opportunities outside of the UK for London-based students.</p> <p>4.3 Extend the portfolio of QMUL's transnational education programmes.</p> <p>4.4 Increase the number of students (including associate students) from outside the UK whose education is presented, in whole or in part, on our London campuses, while adhering to the highest quality standards.</p> <p>A separate risk register has been developed in parallel with the strategy.</p>
Reporting/ consideration route for the paper	Prior and onward consideration by QMSE
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Sponsor	Professor David Sadler, Vice-Principal (International)

Introduction

Queen Mary University of London is ranked amongst the twenty most international universities in the world. This achievement marks an institution that is highly attractive to international students and staff, and is very productive in international research publication. QMUL's "Strategy 2014 - the next five years" set out four international targets:

- Development of long-term international research collaborations – three major new agreements per year
- Increased study abroad opportunities for London-based students – 100 per cent growth
- Expansion in the number of students studying for a QMUL degree off-shore – to 5,000
- Growth in the number of non-UK students studying with QMUL in London – by 50 per cent.

This international strategy supports the achievement of those targets. More fundamentally, it develops a wider approach to QMUL's international agenda, asking (and answering) the questions of why and how an international perspective can make much of the university's activity more powerful and effective. It addresses five aims:

1. Why do we want to recruit more international students?
2. Why do we want to teach more students offshore through our transnational education activities?
3. Why do we want to ensure that the curricula we teach, and the student experience we offer, are internationally relevant and informed?
4. Why do we want to ensure our staff have the best possible international opportunities?
5. Why do we want to raise our global reputation?

1. Why do we want to recruit more international students?

International students contribute a significant proportion of the institution's annual teaching fee income. It is widely forecast that there remains some scope for growing international student numbers within the UK, although competition to recruit such students is intensifying. With the removal of the cap on UK student numbers, the planning horizon for individual Schools and Faculties has become even more complex, although it remains the case that international students offer the prospect of higher per capita fee income.

Beyond the immediately obvious financial benefits to the institution, however, a more diverse student population offers a range of more intangible but very positive contributions. These are considered below, along with some of their consequences.

- An enhanced experience for all students. The opportunity for the cross-fertilisation of ideas and understanding is one of the defining characteristics of a university education.
- An enhanced experience for staff. Teaching a more diverse range of students is a more challenging and rewarding experience.
- Sustaining teaching at postgraduate level, where the numbers of UK students would otherwise challenge the viability of many Masters programmes. Our taught postgraduate offer is significant both for staff engagement and for our potential to recruit high quality doctoral candidates.

What we will do:

1. **QMUL as a destination of choice:** Ensure that QMUL grows as a destination of choice for highly talented international students.
2. **Diversity and integration:** Ensure that the student community is diverse and integrated.
3. **Infrastructure and support:** Ensure that we have the right infrastructure to attract international students to decide to study at QMUL, and to support international students through the student journey with QMUL, including after they have graduated.

We will achieve this by:

1. **QMUL as a destination of choice:**
 1. Review, integrate and enhance our in-house foundation programmes.
 2. Constantly review and adjust our programme offering (in terms of subject, type of award, and mode of delivery) with global market opportunities in mind.
 3. Monitor the effectiveness of our scholarships offer and our pricing strategies.
 4. Regularly review our educational partnerships as a source of international students, and adjust as appropriate.
 5. Facilitate the recruitment of international doctoral students, for example through developing international joint PhD programmes, and building long-term relationships with international funding agencies.
 6. Enhance our market research capacity so as to understand the drivers and dynamics of change in our key target markets and countries and prioritise the development of new target country markets for the recruitment of international students.
 7. Explore the benefits of QMUL London-based international summer programmes.
 8. Work with our alumni to communicate the attractiveness of the QMUL offer.
2. **Diversity and integration:**
 1. Promote the opportunities offered for cross-campus integration and interaction between students of different nationalities as part of the wider student experience.
3. **Infrastructure and support:**
 1. Work to ensure proportionate resources are allocated to Professional Services to support planned increases in international student numbers;
 2. Ensure that our recruitment and admissions processes operate seamlessly from the perspective of applicants.
 3. Identify and act upon the distinctive needs of international students (including Associate and Exchange students), whilst ensuring they are fully integrated into all aspects of campus life.
 4. Expand our capacity to offer advice relating to global career opportunities and provide overseas internships.

2. Why do we want to expand our transnational education activities?

As with the recruitment of international students to study in the UK, expansion of QMUL's transnational activity is financially beneficial. It also enables an element of risk mitigation, by creating a capacity to offset factors that may have a negative impact on the recruitment of international students to the UK.

There are other reasons why expansion of transnational activity is worthwhile. QMUL has a partnership model of transnational activity. We believe that our engagement in delivering quality higher education offshore offers opportunity to develop and promote not just particular programmes, but also the strengths of the UK's university education system, whilst always being respectful of the values and traditions of other national education systems. It is in the interaction of the UK system with other countries that there is scope for mutual advance in research-led teaching, assessment, and quality assurance. QMUL's learning and teaching in London benefits from the work that we do offshore, through raising our profile internationally, offering the potential

for new research collaboration, and giving staff and students based in London an opportunity to gain from a wider educational experience.

For example, QMUL teaches around 2,500 students in two Joint Programmes in China, with Beijing University of Posts and Telecommunications (since 2004) and Nanchang University (since 2013). The basic model is the same but there are some differences between them, reflecting institutional learning from experience. The Joint Programmes could be characterised as amongst best-in-class in terms of truly shared teaching and input, but it is possible to do still more to develop these and others into deeper, long-term arrangements.

A joint programme involving staff based in London travelling to deliver teaching elsewhere in the world is not the only model of transnational education provision. From 2016, QMUL's School of Medicine and Dentistry will deliver its MBBS programme at a new campus in Malta, developed with the support of the Maltese government. QMUL is the lead partner of the University of London Institute in Paris, and the Faculty of Humanities and Social Sciences is developing new projects to complement the LLM that is already delivered in Paris by the Centre for Commercial Law Studies]. We are open to other opportunities and options, whilst maintaining a commitment to genuine collaboration with partners.

What we will do:

1. **Expand QMUL's vision of transnational education:** Expand the QMUL vision of transnational education to incorporate scope for research collaboration, two-way student mobility, and the recruitment of international students to ventures outside the UK.
2. **Expand QMUL's network of transnational education:** Develop a network of transnational activities, always built on partnership, utilising models of collaboration that are best-suited to particular projects and national contexts, but not necessarily restricted to joint programmes.

We will achieve this by:

1. **Expand QMUL's vision of transnational education**
 1. Develop a research component in all existing transnational ventures, and ensure that research is central to all new transnational education projects.
 2. Support our partners in the deeper internationalisation of our existing major transnational projects around the world, for instance in the recruitment of non-local students, and in public engagement and knowledge dissemination.
 3. Promote the integration of QMUL students studying offshore into the wider institutional community.
2. **Expand QMUL's network of transnational education**
 1. Create a mechanism for developing and sharing best practice within QMUL about existing transnational activity, and for disseminating sector-wide experiences and best practice.
 2. Provide incentives and support for the establishment and growth of new transnational projects.
 3. Diversify the range of countries where we develop transnational education projects.

3. Why do we want to ensure that the curricula we teach, and the student experience we offer, are internationally informed and relevant?

In the same way that inter-disciplinary research and a more diverse student community opens up new perspectives and solutions, an internationally informed curriculum sheds new insight into old problems. In a world of rapidly changing skill requirements in the labour force, graduates gain a competitive edge when they can demonstrate the flexibility and inter-cultural understanding that comes from an international learning experience. We aim to instil in our graduates a sense of global citizenship, as part of the wider benefits of a high quality university education, and an understanding of the global perspective and solutions needed to address global problems.

QMUL's Graduate Attributes statement incorporates global awareness. The Language Strategy is a step forward in recognising the value of languages as part of the overall student experience. As one of the UK's most international universities, however, QMUL is insufficiently recognised for its work in internationalising the curriculum.

What we will do:

1. **Internationally informed QMUL curricula:** Ensure that all our curricula, wherever delivered, are offering as international a perspective and understanding as possible.
2. **Internationally informed student experience:** Enable all students to have the fullest possible opportunity to benefit from QMUL's international activities and character.

We will achieve this by:

1. **Internationally informed QMUL curricula:**
 1. Develop a distinctive global strand in all our programmes, where appropriate.
 2. Ensure the Language Strategy is fully implemented.
 3. Develop a range of undergraduate programme offering an additional period of international studies.
 4. Develop new programmes and short courses in the area of international education as a way of disseminating our knowledge and broadening the channels through which we understand the changing global world of higher education.
2. **Internationally informed student experience:**
 1. Promote, embed and further develop the Graduate Attributes statement to ensure internationalisation is central to our student experience
 2. Enhance and expand our range of study abroad and internship options for students.
 3. Utilise on-line learning to the full so as to enhance the international nature of the QMUL student experience.

4. Why do we want to ensure our staff have the best possible international opportunities?

QMUL recruits academic staff on a labour market that is increasingly global. We have a truly diverse workforce, which delivers outstanding research, teaching and professional services. Retaining those staff is partly a question of sustaining and enabling their continuing professional and personal development. International opportunities for research collaboration, and international experience such as study, teaching or exchange abroad, are all part of life-long career development. Working in an internationalised environment is an important aspect of the QMUL experience for all staff.

Our research strategy recognises that flexibility and independence are important elements of a supportive research environment. High quality research is internationally recognised for its originality, significance, rigour and impact. In many research fields, achieving and demonstrating those qualities results from international collaboration, given the scale and nature of the question being investigated and the nature of the resources required. In many disciplines, international collaboration mobilises different perspectives and approaches. In particular, international co-authorship is one measure of the international reach of much of our research activity.

What we will do:

1. **Recruitment and retention of high quality staff:** Ensure QMUL continues to recruit and retain high quality staff internationally.
2. **Support the development of international research links in line with the Research Strategy.**

We will achieve this by:

1. **Recruitment and retention of high quality staff:**
 1. Support the career development of all QMUL staff through active consideration of international opportunities, as appropriate to personal circumstances.
 2. Develop HR policy guidelines to support the employment of staff who are internationally mobile or based overseas.
 3. Enhance our support and induction for incoming international staff.
 4. Actively promote staff mobility schemes such as those run under Erasmus+.
 5. Support continuing professional development opportunities for staff via the provision of short courses or workshops. E.g. Chinese language and culture classes via the establishment of a new Confucius Institute.

2. **Support the development of international research links in line with the Research Strategy:**
 1. Map our existing international research collaborations and develop existing mechanisms for sharing this information internally, as a way of enabling wider awareness and fostering future research partnerships.
 2. Support the development of international research collaboration, including the creation of new centres and institutes with significant international growth potential.

5. Why do we want to raise our international reputation?

QMUL achievements have become more widely known in recent years. Evidence suggests however that our international reputation lags behind our improved performance.

What we will do:

1. **Increased awareness of QMUL:** Raise awareness of QMUL by building on and celebrating our existing achievements.

We will achieve this by:

1. **Increased awareness of QMUL's performance:**
 1. Emphasise our global standing and contribution in our communications, through enhanced international public relations capacity and highlighting research success stories, including our impact.
 2. Enhance our channels of marketing and promotion outside the UK.
 3. Emphasise the interplay between our local and international public engagement activities.
 4. Expand on-line delivery of educational resources as a contribution to raising the level of awareness of QMUL research and teaching.
 5. Develop an annual global learning, teaching and pedagogic research event, held at different locations each year, as a means of connecting and celebrating our provision around the world.
 6. Increase participation in leading international university consortia, networks and contribute to international Higher Education conferences both in the UK and overseas.
 7. Promote the global social responsibility associated with QMUL's activities.

Conclusion

QMUL is at the forefront of internationalisation not just within the UK, but globally. It is not enough just to seek to be more international, important though this goal is. Through the achievement of the objectives of this strategy, we will become an institution that is known for being inclusively international: driving the benefits of interaction, engagement and partnership into all areas of

university activity, and ensuring that all who work and study at the university have a distinctively QMUL international experience.

International Strategy Task and Finish Group

Terms of Reference

Background

Under the leadership of Professor David Sadler, Vice Principal (International), a new International Strategy for the College is being devised in support of the international aims set out in the new College 'Strategy – The Next Five Years'. The International Strategy Task and Finish Group is being established to help further the development of this strategy, secure approval and oversee the creation of an implementation plan.

Core Membership

- VP International
- QM Director of Nanchang Joint Programme
- Deputy Director (Marketing and Student Recruitment)
- Director of Language Centre
- Academic Registrar & Council Secretary
- Vice President Education QMSU
- Representative from HSS
- Representative from S&E
- Representative from SMD
- Academic Lead for International Student Experience

In addition to core members, stakeholders from across the College will be invited to join certain meetings appropriate to their area of expertise.

Purpose

- To oversee the development of the new international strategy and ensure appropriate consultation is carried out;
- To identify the most suitable indicators of progress for the strategy aligned with those in QMUL's overall strategy and recommend mechanisms for the regular monitoring of progress against these indicators;
- To agree an implementation plan & review international structures to support the strategy once approved;
- To represent the strategy, its aims and deliverables to staff across QMUL.

Frequency of meeting

The International Strategy Task & Finish Group will meet five times between Feb-May 2015 in the first instance. See proposed schedule of topics below.

International Strategy Group schedule of topics to be discussed

Month	Topic	Additional attendees
16 February	<ul style="list-style-type: none"> • Introduction to the project • Communicate scope and agree Terms of Reference • International & the 'Strategy: the next five years' • Discuss topics to be covered and identify gaps • Agree list of additional attendees, identify if anyone is missing • Identify data/contextual background information requirements • Timescales 	N/A
18 March	<p>Why and how will we recruit more international students?</p> <p>Why and how we will we ensure that the curricula we teach, and the student experience we offer, are internationally relevant and informed?</p>	Lee Wildman Andrew George Sasha Bishop Joanne Tallentire Jon May Omar Garcia Anthony Warrens Caroline Walker Erez Levon Irena Coughborough Emily Huns
30 March	Why and how will we teach more students offshore through our transnational education activities?	Yue Chen Spyros Maniatis Dean Curtis Anne Parry Anthony Warrens Andrew George Stella Ekebuisi
27 April	Why and how will we raise our global impact?	Adrian Smith Wen Wang Tom MacDonald Sally Burtles Sian Halkyard Charlotte Thorley Jon Fuller (SMD) Joad Raymond

		(HSS) Kate Lowe (HSS) Cath Lavery Graeme Brown
21 May	Why and how will we ensure that our staff have the best possible international opportunities?	Joy Hinson Gulshin Rafiq Marcia Williams
Further meetings will be required around the development of an implementation plan.		