INTERNATIONAL COMMITTEE

International Strategy, 2017-2020

Vision
We will enhance the University’s global reach and reputation over the next three years, focused on promoting York’s identified research and teaching strengths, and building sustainable and mutually beneficial partnerships and collaborations. We will promote the benefits of a connected community, both with our international partners and in celebrating internationalism on our campus, acknowledging the power of internationalism to take scholarship beyond national views of society, politics and culture. We will continue to offer a welcome to scholars from all over the world, celebrating the values of freedom to study and freedom to speak. We will work with students in building international opportunities during their degree programmes, extending an international curriculum, and recognising that transforming the way the world is imagined enhances their global mind-set, personal development and employability. We will develop effective horizon-scanning to seek out opportunities and policy development in all areas of the University’s work. We will ensure effective recruitment of staff and students from a global talent pool in changing geopolitical environments. We will develop a more strongly directed enhancement of reputation in key international markets to bring benefit in all areas.

Top priorities:
Our four major priorities will be pursued in the context that the University, and all of its constituent members, are contributors to a global community.

➢ The continued and enhanced recruitment of high quality staff and students from around the world
➢ Developing stakeholder relationships, partnerships and networks to develop fruitful research collaborations beyond the UK
➢ Increasing York student participation in international mobility (work, study and projects)
➢ Increasing name-recognition and developing reputational gain to yield benefit in all areas of the University’s work

Key Objectives:

1. Research

A1 To diversify collaborations and funding opportunities for high-quality research, especially in the light of a new engagement in Europe, an increased focus on the Global South, R&D growth in emerging economies (especially BRICS nations), and the Sustainable Development Goals
A1.1 Ensure strong engagement in the Global Challenge Research Fund, and other UK government programmes which require international research partners
A1.2 Seize opportunities as they emerge in the European Research Area and as our participation is clarified

A1.3 Engage with other national R&D schemes more fully, including in the US (federal funds, trusts and foundations), Japan (JSPS, trusts and foundations), Brazil (FAPESP and other regional initiatives), India (UKIERI) and others

A1.4 Enhance engagement with multinational agencies, including Wellcome, Gates and others

A1.5 Map international sources of research income – positioning for diversification and gap analysis

B1 To develop beneficial international partnerships

B1.1 To map and define current and potential partnerships (qualitative and quantitative research) to develop guidance on strategic alliances with key institutions, cities and regions

B1.2 To maximise opportunities for research collaborations and matched funding through bilateral, multilateral and network partners (partner universities, Commonwealth universities)

B1.3 To work with partners to deliver collaborative research, joint bids, responses to international calls from funding agencies, develop researcher careers, share international research facilities and equipment, and build name-recognition for York’s research

B1.4 To increase participation in WUN and use this existing network to pursue bilateral projects and matched funding for international funding sources

B1.5 To develop collaborations with international research archives and libraries

B1.6 To develop staff and PGR exchanges to support partnerships

B1.7 To work in a strong ethical framework in developing partnerships

B1.8 To deliver strong outcomes and impact from international research partnerships

C1 To ensure international alignment with Research themes and priorities, including provision of high-quality intelligence on relevant international opportunities

C1.1 Organise University international visits around research priorities and themes, developing international collaborations around research priorities, and using important case studies to demonstrate international leading research

C1.2 To ensure the international impact of research is demonstrated through profile-raising

D1 To ensure early career researchers are supported for an international career

D1.1 To recruit high-quality PhDs, post-docs and academic staff internationally

D1.2 To develop, enhance and promote international mobility opportunities for PhD and post-docs, in recognition of the benefits of employability, institutional relationships and recruitment that this brings

D1.3 To work with partners, through the Graduate Research School, to develop opportunities in Doctoral Training Centres
2. Teaching and Learning

A2 To increase the number of international (including EU) students studying at York in all modes of study
A2.1 To support and develop the International Pathway College

B2 To diversify the international student body, by demography, discipline and modes of study
B2.1 To take advantage of opportunities in emerging markets
B2.2 To promote disciplines currently under-represented in international recruitment, where there is identified potential
B2.3 To fully exploit the benefits of potential postgraduate and Visiting Student recruitment from summer school and short courses students
B2.4 To develop nuanced and niche approaches for emerging or challenging markets
B2.5 To increase the number of different types of international student – distance learning, short course, summer school, exchange and visiting students, and to ensure they are well-supported

C2 To increase the number of York students having an international experience during their degree programme, by increasing the portfolio of available programmes, and increasing demand among applicants and students through strong communications and departmental advocacy
C2.1 To continue the growth of an additional year in degree programmes (for UK placements, or international study or work placements) – and to consider during the strategy period whether these should be optional, strongly encouraged, or mandatory
C2.2 To develop recruitment marketing to demonstrate strong commitment to mobility, attracting strong cohorts of globally-minded applicants
C2.3 To increase participation in international mobility from low participation groups, including those from poorer backgrounds, those with little or no international experience
C2.4 To support growth in mobility through philanthropic giving for bursaries and scholarships
C2.5 To develop high rates of participation in international experience for students from all departments and on all programmes
C2.6 To develop internationalisation at home experiences for students through the new personal development and leadership schemes, participation in partner short courses and summer schools, buddy systems and events
C2.7 To plan for a new approach to Erasmus+, depending on Brexit negotiations

D2 Internationalisation of the curriculum and cultural competency, ensuring that our students develop a global perspective
D2.1 Encouragement of international aspects to the implementation of the York pedagogy
D2.2 Development of programmes (through Departments, Colleges, Careers, and the Centre for Global Programmes) to enable students to have an international experience at home (such as global studies modules, international integration events, and language acquisition) if they cannot take part in an international placement, field trip, or summer programme
E2 To develop policy and guidance on teaching and learning agreements with international partners, including dual degrees, joint degrees and co-tutelles, and progression or articulation arrangements. And to ensure alignment with key strategic partners in developing these agreements.

3. Student experience

A3 To improve integration in study and leisure for students of different nationalities, in order to ensure the best experience for students even where diversification is low, especially in departments and/or accommodation where diversity might be hard to achieve.

A3.1 To further develop support services to international students, and UK students seeking international experience, ensuring personal development and strong support for York students wherever they are and however long they are students.

A3.2 To address special issues in support for an excellent student experience for the growing number of ‘atypical’ students, including exchange, short course, distance learning students.

B3 To develop internationalisation at home, including the celebration of a global community.

B3.1 To consider the ‘international’ quality of our physical space and how it is navigated by different cultures and nationalities, including naming policies, catering, accommodation, and faith provision.

C3 To ensure the inclusion of international experience in the University’s employability plans, ensuring students and advisors are aware of the personal development and employability benefits of global experience.

D3 To ensure good support for students living and working internationally after their degree, especially through careers and alumni support.
Enabling objectives:

1. **Sustainability**

   A1 **To develop strong and sustainable partnerships** to deliver research, teaching, impact and business benefits, which are regularly monitored, nurtured and evaluated

   A1.1 To continue to develop clear policy on MOUs, and other formal agreements, in order to create and sustain strategic relationships, with identified objectives and outcomes

   B1 **To protect non-UK income and seek new sources** from fees, business development, CPD, research and philanthropy

   B1.1 To set fee levels and discounting agreements which protect, sustain, and enhance international income from student fees

   B1.2 To develop, where appropriate, sustainable income generation from overseas donors, including alumni

   B1.3 To seek new research income sources and protect, where possible, existing non-UK funds through global organisations, in-country funds, and government-government programmes

   C1 **Ensure high-quality due diligence work on bilateral and multilateral agreements with organisations in other countries** in all areas of activity

2. **Organisation**

   A2 **To evaluate and resource professional support staff services** engaged in growing student recruitment, including for student mobility, short courses and summer schools, full-time degree students, distance learning

   B2 **To further align support services to international needs**, including examination of approaches to supporting international staff and students in all departments and central support services

   C2 **To continue to develop the organisation of support for internationalising research**, including the Global Partnerships, Research Development and OPPA teams, and departmental and faculty research support teams, in assisting academic staff to internationalise their research efforts
3. **Partnerships and stakeholder engagement**

A3  **To create and manage international partnerships** to yield research, teaching, recruitment, mobility and business benefit through excellent relationship building and diplomacy, and with strong alignment between the different activities where possible

A3.1 To build partnerships which have synergy with our research and teaching, and are with high-quality institutions

B3  **To build the University’s reputation in key international markets** through partnership-building, public affairs, marketing, and alumni engagement

B3.1 To monitor and research the University’s position in international rankings as a key measure of reputation, ensuring tracking of the growth in number and importance of rankings, assessment of influencing factors and measures of institutional internationalisation, and action to address these factors where possible

B3.2 To use reputational work to ensure acquisition of talent that goes beyond borders

B3.3 To clearly identify international stakeholder categories and define programmes of engagement through communications, marketing and philanthropy

C3  **To resource and direct the international aspects of the Institutional fundraising campaign,** and to integrate this with reputation build and public affairs work internationally

C3.1 To work closely with major international alumni communities, especially in the US and China, to predict future communities from recruitment patterns, and to engage alumni as key ambassadors in those regions

C3.2 To target philanthropic support at scholarships for international students to come to York, and for York students on international work, study and volunteering placements

C3.3 To ensure that alumni engagement feels like a global network through the use of technology and platforms