INTERNATIONALISATION STRATEGY

Context

The University Plan has Internationalisation as one of its four themes and outlines the following aims:

‘To develop the University internationally we will:
(a) do high quality, ground-breaking research that will have an impact on thinkers, policymakers, and business leaders world-wide
(b) develop programmes that prepare students to succeed in the modern global economy
(c) create opportunities for international exchange with high quality institutions, for both students and academic staff
(d) promote and publicise our strengths on the international stage’

This strategy aims to help the University achieve a deep-rooted and rewarding international culture, and global impact in its work.

The strategy is designed to help us bring about measurable benefits for the University in a wide range of business areas, including:

- Improved cultural understanding between the University and key international partners
- Increasing, sustainable and diversified recruitment of highly-qualified students
- Recruitment of high-quality staff internationally
- Research partnerships which have intellectual value, longevity and impact
- Enhanced institutional reputation
- Increased international income through business, research, student fees, benefactors and alumni
- Better employment and exchange opportunities for York students
- A curriculum and campus which is attractive to UK and international students who will be increasingly active in a global marketplace

Objectives

The objectives are grouped into three distinct areas:
- academic endeavour and opportunity
- reputation building, stakeholder engagement and income generation
- embedding internationalisation in the York community

1. Academic endeavour and opportunity

To build international activity which is rooted in the academic strengths of the University

We will establish a range of measures to encourage and support international links in the areas of research, teaching and knowledge exchange. These will be founded on the University’s academic strengths and the long-term research ambitions of departments and interdisciplinary centres, and will include research mobility funds, seminar and conference support, exchange programmes, support for early career academics, and a programme of international profile-building.
To support internationally significant research undertaken at York

Building on the outcomes of RAE and REF and the expressed ambitions of departments, our internationalisation strategy will include work to support those research teams at York whose work is of world-leading or internationally-significant standard. The main planks of this will be taken forward by departments and centres and overseen by Research Committee.

To enhance international opportunity for students

We will build on current study abroad and internship offerings to expand the current scope and broaden to include cultural and volunteering placements in a variety of countries and working with a range of partners. We will also need to define the ways in which we will work towards helping our students become ‘global citizens’.

To develop the curriculum and research environment at York so that it is attractive to UK and international staff and students

The University’s aims to be inclusive and excellent play directly into curriculum development, making it culturally diverse and internationally focused, and into the provision of a high quality research environment with facilities of high international standards. Building on previous work in this area, departments and central support will be challenged to consider international aspects of their work.

2. Reputation building, stakeholder engagement and income generation

To make the York brand well-known and respected in important international markets and with key audiences

York has appeared in the THE and QS world top 100 (and their successors) since 2008. We will build reputation among business, alumni, diplomatic and other opinion-forming audiences, and promote all aspects of the University’s work. Current strong student recruitment indicates that the University has a good reputation in its main recruitment markets.

To increase international income from business relationships, international student recruitment, fundraising and partnerships

International student fee income is strong and we will grow this in a sustainable way, as well as increasing income from alumni giving, overseas trusts and foundations, CPD and other business relationships.

To develop international alumni relations in order to enhance financial giving and ambassadorial representation

We have over 12,000 alumni resident overseas, whose support for the University takes several forms, and who are gradually forming effective groups in a range of major cities. Our growing base of international alumni have the potential to become the University’s most effective ambassadors in building reputation.

To maintain important strategic alliances and develop new ones
We will monitor the development of universities, research institutes and other educational establishments in our key markets, and research the education environment worldwide to ensure that our strategic alliances bring benefit to the University in educational, political, economic, social, and cultural ways. As part of this, we will continue to map existing links and ensure that our most important alliances have a critical mass of work and personal relationships to support and sustain them. We will develop memoranda of understanding of real substance with institutions which are a good fit for York, either holistically or in important teaching, research or knowledge exchange areas.

To maintain recruitment of highly-qualified staff and students

As a people-based endeavour, the University’s work derives its success from the staff and students it recruits, teaches and develops. It has been a tenet of recruitment policies to attract highly-qualified people with potential from international markets.

To enhance York’s competitive position internationally

Maintaining and improving performance in national exercises like REF and NSS, and other evidence of high academic quality, will be the central pillar in building our competitive position. Internationalisation activity will reflect and promote this, and will be derived from the action plans of the 8 major strategies.

3. Embedding internationalisation in the York community

To internationalise the student experience and campus at York

We will bring an international perspective to as many aspects of the student experience as possible, working with a range of support services and student organisations at York.

To embed the strategy in the University

We will consult widely on the implementation of this policy framework to ensure that it has widespread support and remains highly relevant to staff and students.

To develop activity and partnerships which are solid and sustainable

Taking into account the University’s commitment to sustainable activity in all of its business areas, we will test each programme of our internationalisation strategy for strong evidence of sustainability. This will apply to income streams, alumni programmes, partnership and exchange, business relationships and on-campus activity.

To develop effective monitoring systems for all objectives

A range of qualitative and quantitative measures will be developed so that the progress, effectiveness and success of individual initiatives can be measured and evaluated. They will be developed in partnership with academic and support staff and with stakeholders to ensure that a range of views on what constitutes ‘success’ or ‘effectiveness’ are taken into account.

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