

INTERNATIONAL STRATEGY 2020-2025

Introduction

In this Strategy we outline an important step-change in our international engagement. It contains objectives that will lead to significant increases in our global name-recognition, the international diversity of our community, our global research and knowledge exchange collaborations, the international focus of our curricula, and international opportunities for our students.

In determining these objectives, we have kept in mind the University's core values of opportunity for all, social justice, bringing benefit to our community, and undertaking work of global importance. We also recognise the following:

- The research we undertake that is of value to our region simultaneously requires international collaborators, because global challenges are not resolved in isolation.
- In developing better inclusivity in our community, we can become more culturally aware and relevant in our interactions with the rest of the world.
- In providing high-quality tertiary education, we recognise that scholarship and knowledge is created and developed internationally.
- In broadening our work to engage more actively internationally, we can offer far more opportunities to our community, and enhance our financial sustainability.

The Strategy identifies five strategic aims, each with a set of measurable objectives.

Vision

The University has always welcomed students and staff from around the world.

Our vision for international connectivity is to infuse its importance throughout the institution and its activity.

Existing excellence and engagement in research, knowledge exchange, student exchange, and student recruitment will be brought together - combining with a strong effort to enhance our global visibility, seize research opportunities, scale-up the proportion of international students, and provide as many Hull students as possible with the life-changing opportunities that international experience offers.

We will prepare our staff and students to contribute to global issues and to become future global leaders.

STRATEGIC AIMS

A. Building a global reputation

We need to build stronger visibility for the University in international markets of importance to us. We will work to enhance the reputation of the University, its work and its values. Greater name-recognition will attract more student applicants, provide opportunity for research collaborations, yield partnerships for student mobility, and bring long-term benefits in global rankings.

Focusing on a set of strategic geographic countries and provinces, we will build global profile for the University, based on genuine strengths.

- A.1 Objective: We will develop a focused group of active partnerships, networks and strategic alliances, determined from an evidence-base of existing connections and potential to collaborate. The small number of strategic alliances will each have multiple links, with clear objectives and mutual benefit.
- A.2 Objective: We will build and enhance our international PR and marketing, developing clear messaging and clarity on our academic strengths, disseminating news of research success, and making clear our commitment to Sustainable Development Goals. We will ensure strong global competence in all communications.
- A.3 Objective: We will undertake objective-led and focused incoming and outgoing international visits to build strategic relationships, facilitate research collaborations, recruit students, and build student mobility programmes.
- A.4 Objective: We will be responsive to the education and R&D policies of other nations, and the priorities of our partners.
- A.5 Objective: We will engage actively with major stakeholders in other countries, including our alumni, diplomatic missions, governments, international organisations, agents and sponsors.
- A.6 Objective: We will plan early to ensure international aspects to the University's celebration of its centenary
- A.7 Objective: We will make our civic engagement global, including working to encompass capacity enhancement work with universities in lower and middle-income countries.

B. Creating an international community

The University has welcomed international scholars throughout its history. Its teaching and research reflect worldwide knowledge and experience. We aim to enhance support for students and staff from all countries, ensuring representation and visibility on our campus and in the work that we do.

1. International students

We aim to increase the scale of recruitment of international students, recognising the range of benefits they bring to the University. We will focus on programmes of interest in different markets where we have genuine strength and global relevance, creating sustainable sources of income and a reputation for high-quality education.

- B.1 Objective: We will increase the number of international students so that they form a larger proportion of our student body, aiming for at least 20% over 10 years, making our University more diverse, and contributing to better inclusivity.
- B.2 Objective: We will increase the diversity of our international student body (and balance financial risk), by recruiting students from a wider range of countries in both on-campus and in-country programmes.
- B.3 Objective: We will increase the diversity of students at all levels of study (undergraduate, postgraduate taught, PhD, and those on short programmes), and with international cohorts across all faculties, focused on areas of strength.
- B.4 Objective: We will invest in subject areas where there is proven academic strength and evidence of strong demand from international markets.
- B.5 Objective: We will put in place robust systems to support recruitment, and ensure accurate data for improved analysis and planning.

2. International staff

We aim to recruit talented people from around the world, recognising the value of scholarship and expertise from a range of cultures and traditions.

- B.6 Objective: We will work to ensure that our recruitment of staff is promoted internationally, we have a supportive environment for international scholarship, and our recruitment practices are culturally broad and accessible.

3. Internationalisation at home

We want our staff, students and visitors to feel that they live, work and study in an international environment.

- B.7 Objective: We will work to make the campus look and feel more international through enhancement of visual emblems and culture, including the catering offer, the celebration of major festivals and international days, and involving the community in activity that celebrates our diverse population.
- B.8 Objective: We will ensure that support for international students through their student journey is relevant and comprehensive.

- B.9 Objective: We will ensure that we prepare and support all Hull students as they undertake international opportunities during their time at University.
- B.10 Objective: We will engage students and staff in dialogue about diversity and the integration of different nationalities and traditions in our community.
- B.11 Objective: We will ensure that staff training includes inter-cultural competency and internationalised teaching practice.
- B.12 Objective: We will embed the strategy throughout the organisation, ensuring ownership of objectives by relevant groups, and seeking the involvement of the whole University community in internationalising the institution.
- B.13 Objective: We will develop and implement a sustainable international travel policy for all staff and students.

C. Ensuring international education

Internationalisation of the curriculum

The curricula of our programmes benefit from scholarship over time from discovery and insight from around the world. We are preparing our students for life and careers in a globally-connected world. We also have students and staff from many different traditions, cultures and nations.

- C.1 Objective: We will continue plans to diversify, decolonise and internationalise our curricula in all programmes, including mapping against the Sustainable Development Goals. This is a shared objective of the Education Strategy.

Trans-national Education

Transnational education encompasses a range of global delivery methods, including online learning, short courses, continuing professional development, knowledge exchange, collaborative provision, and a teaching presence in another country.

- C.2 Objective: We will determine parameters on forms of TNE to ensure an agreed approach to planning and to responding to opportunities. These parameters will focus on academic synergy, quality, and financial considerations.
- C.3 Objective: We will build TNE activity around a limited number of key partnerships, relevant programmes, and priority markets.

Additional educational services

Students can derive strong added-value in their education from a range of other educational services.

- C.4 Objective: We will support our international students with timely and relevant in-sessional and pre-sessional English language provision.
- C.5 Objective: We will support all students as they seek to become global citizens through the provision of language and inter-cultural programmes.

D. Supporting international research and knowledge exchange

The world's most pressing challenges require global collaboration and multi-disciplinary approaches from academics. We will bring to bear our genuine and authentic research strengths in working with international partners on addressing these challenges. An important part of this work will focus on expanding our work in international knowledge exchange.

Globally-relevant research

- D.1 Objective: We will be responsive in understanding global challenges and the R&D priorities of other nations, and work to match our expertise to seize relevant opportunities.
- D.2 Objective: We will particularly focus on research, knowledge exchange, and research-informed teaching to create a fairer, brighter and more carbon neutral world.

Pursue research funding from international sources

- D.3 Objective: We will work to increase research funding from international sources and from UK funds that promote global collaboration.

Networks, strategic research collaborations, partners

- D.4 Objective: In recognition of the benefits of collaboration, we will forge focused research partnerships, often within membership networks, to develop ideas, bid for funds, and build sustained expertise.
- D.5 Objective: We will identify and pursue international opportunities for knowledge exchange, working with international organisations and partners.
- D.6 Objective: We will increase and enhance research opportunities for staff internationally as they seek to establish their expert networks. This will include support for involvement in partnerships and networks, focused visits for research workshops, and pump-priming for international research ideas.

E. Delivering international opportunity

The benefits of international experience are multiple. For students, having an international experience during their university career can have a huge impact on their confidence, global mindset and cultural agility, communications skills, improved collaboration and team-working skills, and better adaptability and resilience. It can also strongly influence their future study and career choices. Our current offering for international experience is traditional and limited, albeit of high-quality and with excellent student preparation.

Opportunities for students

We will increase the number of students having access to, and taking up, international opportunities during their time at the University.

- E.1 Objective: We will engage in sustained campaigns and communications with applicants and new students to increase awareness of the international opportunities available to them (including on-campus opportunities), thereby creating strong demand for international mobility programmes.
- E.2 Objective: We will increase the portfolio of international opportunities for students, to ensure a wide range of individual and group programmes, traditional study abroad, summer schools, independent travel awards, volunteering, electives, and on-campus opportunities.
- E.3 Objective: We will provide more 'whole institution' opportunities to ensure greater consistency across faculties and ensure all students have access to at least one type of mobility.
- E.4 Objective: We will provide comprehensive support for students before, during and after their international opportunities, covering inter-cultural competence, language acquisition, and how to articulate the effect of international experience on their personal development and employability.

Support for staff and ECA mobility

- E.5 Objective: We will expand opportunity for staff mobility for professional and academic development. We will particularly address the mobility needs of early career academics.

APPENDIX A

Note to Senate and Council on the synergies with the draft University Strategy

In preparing the International Strategy, we have sought to align its aims with the (draft) University Strategy, and indicate here how the five strategic aims (A to E) connect with the major themes of the University Strategy.

Values

- Inclusive – celebrating difference, helping every one of our students to achieve their potential - B
- Empowering – building confidence and experience among our students - C and E
- Progressive – achieving best practice in all areas - C and E

People

- Diverse student body - B
- Sustainable programmes - B
- Personalised student support (ie responsive to international student needs) - B
- Sector leader in equality, diversity and inclusion - B
- Decolonised curricula - C

Place

- Research impact globally - D
- Recognising global challenges - D
- A truly international community - B
- Foster strengths and seize new strategic opportunities - B and D
- Broaden international and on-campus opportunities for students and staff - E

Partnership

- Select number of key strategic partners globally and nationally - A