

UNIVERSITY OF THE
WEST *of* SCOTLAND

UWS

GLOBAL REACH ENABLING PLAN

2014 – 2020

DREAMING / BELIEVING / ACHIEVING

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GLOBAL REACH

2014 – 2020

THE UNIVERSITY OF THE WEST OF SCOTLAND'S CORPORATE STRATEGY 2014/20 DESCRIBES UWS AS AN INTERNATIONAL UNIVERSITY THAT PROVIDES A SPRINGBOARD FOR ALL ITS LEARNERS TO CONTRIBUTE GLOBALLY.

DREAMING / BELIEVING / ACHIEVING

In order to achieve that aim we will deliver an academic portfolio that provides our students with globally relevant skills, is internationally attractive and contributes to global reach. Global Reach is one of the four main themes of the Corporate Strategy 2014/20 and it is inextricably linked to each of the other themes of student success; research, enterprise and engagement; and people, money and infrastructure.

Internationalisation activities will be embedded across the University and will be visible in the plans of all Schools, Departments and the SAUWS. The newly formed UWS International Centre will act as the catalyst for this cross University activity, facilitating coherence and reach and will also ensure that our ambitions take account of and inform local, regional and national imperatives.

The internationalisation of the University is vital if we are to achieve the aspirations stated in the Corporate Strategy and activity and measures of success can be summarised in four cross-cutting ambitions: developing UWS as a global brand; internationalising the student body, staff and University culture; internationalising the student experience; and developing strong strategic partnerships. This Enabling Plan identifies the specific objectives, which will achieve these ambitions, they are:

- Increasing recruitment of international students to domestic campuses
- Offering UWS degrees and professional development through a range of off-shore arrangements
- Providing an internationalised curriculum
- Providing the opportunity for students to develop language skills and to undertake an international experience
- Developing our staff to ensure we can meet our international ambitions

Key Performance Indicators (Corporate Strategy 2014/20):

- 20% of the total student population enrolled at our domestic campuses will be non-EU students by end of AY 19/20
- 3000 students will be enrolled on UWS degrees through TNE / online arrangements by end AY 19/20
- 80% of undergraduate and taught postgraduate students will be undertaking a scholarly, professional or service international experience by the end of AY 19/20 (from 100% offer)
- 80% of UWS staff will be undertaking scholarly or professional international experience by end AY 19/20 (from 100% offer)

GLOBAL REACH: CROSS-CUTTING AMBITIONS

Global brand

UWS will be recognised across the world as a provider of high-quality applied learning opportunities, whose students and staff make a global contribution.

Student experience

UWS will provide an international learning experience; students will gain globalised skills and learn within a curriculum that is informed by international practice.

International university

UWS will have an international student body, staff who have an international outlook and will encourage a culture in which we will all learn from each other.

Strategic partnerships

UWS will develop strong partnerships which will support our Global Reach ambitions.

OBJECTIVES

Increasing recruitment of international students to domestic campuses

We will increase the number of international students learning on our domestic campuses through developing a global brand recognising UWS as a place offering flexible and innovative approaches to learning. A diverse student and staff body will contribute to developing an international culture on each of the campuses and within each School and Department.

Offering UWS degrees and professional development through a range of off-shore arrangements

Through strong strategic partnerships, UWS will build a global brand, which will attract students to undertake our degrees and professional development opportunities. We will ensure that learning opportunities offered overseas reflect our commitment to innovative teaching and learning experiences.

Providing an internationalised curriculum

All programmes at UWS will offer an international experience through a revised curriculum and extra-curricular opportunities.

Providing the opportunity for students to develop language skills and to undertake an international experience

As part of our commitment to providing an international learning experience and to ensure that our students develop globalised skills we will offer all students the opportunity to learn an additional language and to undertake an international experience through outward mobility.

Developing our staff to ensure we can meet our international ambitions

The organisation will be configured to ensure that we are able to meet our international ambitions and staff will be supported and developed to ensure that we have the capacity and the culture to deliver.

GLOBAL REACH ENABLING PLAN

THE OUTCOMES OF THIS PLAN WILL BE OVERSEEN BY THE INTERNATIONAL ADVISORY COMMITTEE AND THE UWS INTERNATIONAL CENTRE WILL TAKE RESPONSIBILITY FOR EMBEDDING THE WORK OUTLINED BELOW. ACHIEVING THESE AMBITIONS WILL REQUIRE BOTH FINANCIAL INVESTMENT AND FINANCIAL ACCOUNTABILITY. THIS WILL BE ENABLED BY SCHOOLS AND DEPARTMENTS TAKING RESPONSIBILITY FOR THE DETAILED PLANNING, BUDGETING AND INVESTMENT NEEDS REQUIRED TO ACHIEVE THESE AIMS. DEANS AND DIRECTORS WILL BE HELD ACCOUNTABLE FOR THE ACHIEVEMENT OF THESE TARGETS. ALL FUTURE PLANS, BUDGETS AND INVESTMENTS WILL BE BASED ON THE TARGETS OUTLINED BELOW AND SUCCESS WILL BE REWARDED THROUGH A NEW SCHOOL-BASED FINANCIAL INCENTIVES SCHEME.

RECRUITMENT

KPI - 20% of the total student population enrolled at our domestic campuses will be non-EU students by end of AY 19/20

Measures of success

Achieve student numbers set out in the annual planning and budgeting process

Residence category	Level	2015-16	2016-17	2017-18	2018-19	2019-20
Non-EU (Scottish-based) % all students on campus	UG	3.4%	5.1%	6.9%	8.4%	9.9%
	PGT/GRD	44.7%	53.1%	59.2%	63.1%	65.3%
	PGR	28.6%	28.6%	28.6%	30.8%	32.8%
	All	8.1%	11.6%	14.9%	17.7%	20.0%
Distance learning and TNE (FTE)	TNE	1162	1878	2699	3000	3000
	(Non-EU)					
	All	1252	2034	2911	3274	3336

We have an aspirational target of approximately 3000 Non-EU international students to be enrolled on our Scottish campuses. Moving towards this target will necessitate a concerted effort across the organisation and the areas outlined below are key to enabling us to achieve this target.

- Increase in income
Target 2019/20: £27m (on campus) and £7.59m TNE
- Increase in the number of applications
Target 2019/20: 15,500 applications
- Increase in conversion rates
Target 2019/20: 20% conversion rate
- Markets clarified and progressive recruitment plans in place
- Appropriate programmes identified (and developed where necessary)
- Satisfaction of international students measured and increased



Activity	Timeline	Accountability
Markets: clear area and target plans developed by the IC with the Schools; strong links between Schools and International Recruitment Team.	2014/15 and reviewed annually	Director of International Centre
Student recruitment: pathway opportunities; articulation agreements through partnerships (home and OS); flexible routes; review and develop network of agents; extend country presence through offices.	2014 onwards	Director of International Centre
Increased numbers of international students: departments understand and plan for the implications for increased student numbers.	2014/15	Directors
Brand development: marketing materials; promoting UWS success; improve web presence and information; scholarships and clear pricing structure; targeted online digital campaigns.	2014 onwards	Head of Marketing Director of International Centre
Recruitment, admissions, enrolment process: link marketing, recruitment, admissions, pre-arrival support and registration; strong links with Schools; induction and retention; improve application process and timing of offers; language testing; language support.	2014/15 and review annually	Director of Strategic Planning and Development Director of International Centre Dean of Students Head of Registry
Programmes: review offering; address challenges of Scottish 4 year degree; offer multiple entry points; use of Trimester 3; develop online offer; attractive programmes and clarity about marketability (Portfolio Review); flexible offers; intensive offers; summer school programmes.	2014 onwards	Deans of School Dean of Students Director of International Centre
Social: accommodating a range of students; opportunities to mix; appropriate infrastructure; local support; careers support; informal learning environment; SAUWS activity.	2015 onwards	Dean of Students SAUWS President Head of Commercial Services



Activity	Timeline	Accountability
Developing partnerships: develop support from the Collaborative Forum; build expertise in undertaking due diligence checks; embed the use of the costing/pricing tool by Schools.	2014/15	PVC (I) University Secretary and Registrar Director of Finance
Building and extending partnerships: develop TNE strategy; register of partnership activity (with case studies) in place and used regularly; develop current partnership activity; seek new partnerships in line with TNE strategic approach; extend partnership activities e.g. conferences; research.	2014 onwards	Director of International Centre Head of International Partnerships
Different forms of TNE: develop expertise in a range of TNE programmes.	2015/16 onwards	Dean of Students Head of International Partnerships
Off-shore provision: explore opportunities for UWS off-shore campus provision.	2014 onwards	PVC (I)

OFF-SHORE ACTIVITY

KPI - 3000 students will be enrolled on UWS degrees through TNE/online arrangements by end AY 19/20

Measures of success

- All schools engaged in TNE provision
- Growth in the number of international students articulating onto UWS degrees
Target 2019/20: 500
- Growth in revenue from TNE activity
Target: 2019/20: £7.59m
- Register of partnership activity on shared drive and used to inform developments
- Local staff teaching on TNE programmes will be supported to gain HEA Fellowship
- Raised awareness of UWS brand globally measured through tools such as Google analytics; application levels; media coverage; social media

We currently have a range of international partnership activities undertaken by staff across the University, these mostly relate to Erasmus partnerships and professional exchange of expertise but we only have a small number of transnational education arrangements due to recruit in 2014/15. Therefore it will be important to build on current international activity, further develop exchange partnerships and build new relationships in order to meet the TNE recruitment target.

Activity	Timeline	Accountability
Curriculum: audit of curriculum content to ensure international focus; embed internationalisation and global citizenship within all programmes; link to graduate attributes and personal development planning; all programme approvals to demonstrate this focus.	2014 onwards	Assistant Deans (International) Head of Library and E-Learning
Individual internationalisation: expect and facilitate individual responsibility to internationalise.	2014 onwards	Deans of School Directors
International focus: embed with the formal and informal curriculum; record in HEAR; link to SAUWS citizenship activities; consider proposal to develop global citizenship awards beyond credit-based learning (links to leadership, mobility, language).	2015 onwards	Dean of Students Deans of School Director of International Centre

INTERNATIONALISED CURRICULUM

Measures of success

- All programmes will have global citizenship attributes embedded across modules
- Non-credit rated extra-curricular activities will be validated and recorded in the students' HEAR
- Modules will be clearly international in focus

The Corporate Strategy highlights our intention for students " ... to enjoy a transformative international learning experience ... " and we have committed to delivering an academic portfolio that provides our students with globally relevant skills, is internationally attractive and contributes to global reach.

A review undertaken in May/June 2014 has highlighted the lack of a coherent approach to internationalising the student experience as the biggest barrier to achieving our revised objectives. There has been a great deal of activity within Schools and Departments relating to global citizenship and the internationalisation of the curriculum but this has not been shared across the University. Therefore in order to achieve the ambition stated in the Corporate Strategy we will need to adopt a focused approach to embedding this work in all programmes. While this work is clearly in the realm of 'education', in order to adopt this focused approach it is a main element of the Global Reach plans.

LANGUAGE AND MOBILITY

KPIs - 80% of undergraduate and taught postgraduate students will be undertaking a scholarly, professional or service international experience by the end of AY 19/20 (from 100% offer)

Measures of success

- English language support will be offered to all international students through pre-sessional and in-session programmes
- We will offer all students and staff the opportunity to learn an additional language through credit-bearing and non-credit bearing modules and through short courses
- Increase in the number of students and staff taking up language opportunities
Targets 2019/20:
 - Students enrolled on MFL modules: 300
 - Erasmus students enrolled on free English language modules: 400
 - Non-EU students enrolled on free English language modules: 500
 - Staff enrolled on language modules: 40
- Different forms of international engagement and experience for students will be in evidence within all Schools
- Increase in the number of students and staff taking up mobility opportunities
Target 2019/20: 50%

There are two specific elements of an international experience that we want to offer our students, i) the opportunity to undertake an international learning experience outside of Scotland and the UK and ii) the opportunity to start to learn or continue to learn an additional language. In terms of outward international mobility, we recognise that not all students can take significant amounts of time to live overseas and so we will develop a range of international learning experiences from traditional year or trimester long programmes to virtual engagement with students in another country. We recognise that one of the barriers to undertaking a learning experience outside one's own country is language and so we want to offer incoming students the opportunity to study English and UK students the opportunity to prepare for outward mobility by undertaking a language programme.

Activity	Timeline	Accountability
International mobility: develop a coherent cross-university strategy; extend mobility opportunities for staff and students; source funding for mobility opportunities; build mobility opportunities through current partnerships; ensure productive staff mobility.	2014 onwards	Director of International Centre
Mobility opportunities: development of a range of international outward mobility opportunities through credit-bearing modules, volunteering and work placement; develop links with regional employers (international work placements); international development projects; APEL; virtual opportunities.	2014 onwards	Deans of School Directors
Languages for all: development of a languages offer for all students and staff.	2015 onwards	Dean of Education
English language: extend the current English language support programmes and opportunities.	2015 onwards	Dean of Education

DEVELOPING STAFF

KPIs - 80% of UWS staff will be undertaking scholarly or professional international experience by end AY 19/20 (from 100% offer)

Measures of success

- CPD Framework offers a comprehensive range of development opportunities for a range of international activities
- The University departmental infrastructure will support staff in their international activities
- Increase in the number of international visitors to UWS
Target 2019/20: 250

In order to meet the ambitious targets we have set ourselves we know we have to ensure that we have the right structures and that the staff involved are supported to meet these expectations. We need to create capacity in the organisation and to ensure that our staff feel empowered to undertake activity that may be outside their previous experience and indeed their comfort zone. It is therefore necessary to provide a comprehensive professional development programme for all staff across the University in order to change cultures and to ensure that support structures are in place to enable rather than create barriers for all staff. For example we will support staff in overseas travel, in developing partnerships, in internationalising the curriculum and supporting staff to be ambassadors for the University.

Activity	Timeline	Accountability
CPD framework: provide development opportunities for staff and link to PMR e.g. costing; risk assessment; developing partnerships; diversifying learning opportunities; due diligence processes; engaging internationally; internationalising the curriculum.	2015 onwards	Director of POD PVC (I)
Outward mobility: enable and empower staff to undertake a range of international experiences; produce case studies.	2014 onwards	Deans and Directors
Inward mobility: extend the range and purpose of international visitors through a strategic approach within all Schools.	2014 onwards	Deans and Directors
Staff: support all staff to internationalise themselves through a process of self-development.	2015 onwards	Deans of School
Support: ensure staff are supported through appropriately configured departments and through arrangements that reward international enterprise.	2014 onwards	Deans and Directors

UWS TRUTHS

AT UWS WE ADHERE TO A SET OF TRUTHS IN ALL THAT WE DO:

- / We are here for our students
- / Our teaching is our passion, and it reaches to the future
- / We understand that a graduate career is important to our students
- / We are a knowledge-rich organisation
- / We believe in partnership with business (private, public and global)
- / We are an international university
- / UWS is a great place to work and study
- / We are an inclusive organisation that welcomes and values diversity
- / UWS is a university that dares to be different

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