



The Global Strategy 2018-2022

A photograph of a modern, multi-level atrium. The space is characterized by curved, white walkways with metal railings that spiral upwards. A large, circular skylight at the top allows natural light to illuminate the space. The architecture is clean and contemporary, with a mix of white, grey, and metallic tones. In the foreground, a staircase with grey steps and a metal handrail leads up. In the background, a bookshelf is visible on one of the lower levels.

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Foreword by the Senior Vice-President (Global)

As the University of Surrey embarks on its new [Corporate Strategy](#) under our President and Vice-Chancellor, Professor GQ Max Lu, it is essential that the University's supporting strategies are aligned and refreshed for the next 5 to 10 years.

A major consideration for any university in the 21st century is its strategy for global engagement. This is truer today than it has ever been, with critical international developments such as managing the challenges and realising the opportunities associated with Brexit being but one example.

Our previous international strategy (2012-17) has served us well, with many key performance indicators (KPIs) being met and in some cases exceeded. The new Global Strategy (2018-2022) builds upon these successes and has been developed and refined through a process of wide consultation across the University. The resulting strategy is both ambitious and achievable and will contribute to ensuring that the University of Surrey capitalises on its advantages and realises its aspiration to become a truly global University with an ever-increasing international reputation.

Professor Vince C Emery FRSB, FAST
Senior Vice-President (Global)

The Global Strategy

Our Vision

For the University of Surrey to be widely recognised in key regions (particularly Asia-Pacific, the Americas and Europe) as a leading University globally renowned for its excellence in research and teaching.

Our Mission

To project Surrey to the world and to open our doors by fostering an environment where the University and its staff and students can realise their fullest potential and, through their skills and knowledge, positively contribute to society at a local, national and international level.



Contextual Overview

Education and research are global enterprises and the UK has been at the forefront of providing world-leading teaching and research for many decades¹ and producing global advocates for the UK. However, it is worth reflecting on what makes a leading “global” university. Attracting international students provides a richness of culture and diversity to a university that can be very rewarding for all members of the community and impact positively on local networks and civic enterprises, as well as the global society. Attracting the best staff from across the world to lead research and teaching similarly has many advantages. Such staff ensure we have access to internationally leading skills and practice and serve to improve the reputation of the University. In addition, they contribute to a sense of global connectivity and provide the student body with a diversity of learning experiences not constrained by the use of solely national examples. Additionally, student mobility to international destinations for study, work or short-term stays enriches their global experiences and contributes to a more globally attuned student body.



The international impact of research can be significantly enhanced through research collaborations that cross traditional boundaries resulting in multidisciplinary teams across and between continents that have the capability and capacity to address the grand challenges that global society is facing in the 21st century.

The ability to translate success in teaching and learning and research into local, national and international environments either through distance learning, Massive Open On-Line Courses (MOOCs) and/or transnational educational activities provides an extra dimensions to the reach of a global university.

Naturally, challenges to internationalisation are ever-present, including the impact of Brexit, international league table rankings, the UK government’s position on immigration, a global downturn in funding for scholarships, and an increasingly competitive market to recruit international staff and students, to name but a few.

¹ <http://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2015/why-invest-in-universities.pdf>

The Global Surrey journey so far

The current international strategy (2012-17)² has formed the basis for our international engagement since early 2013. The vision was *to ensure the University of Surrey is recognised as an international leader in high quality learning, teaching, research and enterprise*. Supporting this vision were five core aims which involve creating impact through international partnerships, a diverse international staff and student population, international research activities, internationalisation in teaching and learning, and the delivery of transnational education activities, all of which would contribute to the recognition of the University's international impact and its performance in internationally based metrics.

Our successes and our challenges

Measuring the success of a strategy through its implementation and continuing operation is just as important as creating it in the first place. In addition to a broadly-based implementation plan, the University has focused on creating a series of regional delivery plans that provide a multidimensional approach to address the key aims of the international strategy outlined above. There is much to celebrate, but equally there are areas where we have made less progress and where the new Global Strategy will develop innovative ways to allow the University to transform its global profile. Key highlights are summarised below:

- The success of the University Global Partnership Network in stimulating broad and deep relationships between the four partner universities
- Extensive links with China including our transnational education campus activity
- Erasmus engagement which has focused on effective partnerships and balance between outgoing and incoming students over the last 4 years
- Over 50% of our published outputs involve an international co-author which is associated with an increased field weighted citation impact
- Recent and sustained improvements in our QS, THE and ARWU world rankings
- Regular updates on the impact of our international activities³.



² <http://www.surrey.ac.uk/global-engagement/useful-information/strategies>

³ <http://www.surrey.ac.uk/sites/default/files/international-strategy-realising-ambitions.pdf>

Areas where progress has been less stellar include:

- Over-reliance on a relatively small number of subject areas and countries of origin of international students at UG and PGT level, with some areas in decline
- Insufficient numbers of international PGR students to contribute to enhancing our research ambitions
- Relatively few high-profile and deep strategic partners (outside of the University Global Partnership Network)
- Too few strategic partnerships with international sponsoring agencies (ministry level, universities, commercial sponsors, philanthropic organisations)
- Insufficient effort and resource put into building our international brand presence.



Strategic Goals

The Global Strategy has six goals:

- To enhance the opportunities for, and international impact of, our research and education
- To attract and retain the highest calibre staff from across the globe, including the EU
- To ensure that the University has an internationally broad and balanced EU and non-EU student population at UG, PGT and PGR levels
- To promote the delivery of an internationalised student experience
- To create international mobility opportunities that challenge and enrich the lives our staff and students, and contribute to building personal resilience and intercultural understanding
- To enhance our international profile and brand awareness, thereby helping to deliver an international ranking commensurate with the University's successes and aspirations in research and education.



Delivering the Strategy

The following section identifies, within each of our core strategic goals, SMART KPIs to measure the success of the strategy. In all cases baseline data will be used from the 2016/2017 academic session – the last year of the current international strategy.

Strategic Goal 1: To enhance the opportunities for, and international impact of, our research and education

International research and teaching collaborations remain a key component for the delivery of the research strategy⁴ and the teaching and learning strategy⁵. Addressing the research grand challenges and contributing to the multidisciplinary research themes of the University requires access to national (especially those where an international set of partners is involved e.g. the Global Challenge Research Fund; SPHEIR) and international funds (Gates Foundation, World Bank, ERA, EU). We will articulate a series of desired partnership qualities including commitment to delivery, mutual benefit and respect, professionalism and reciprocity. We will endeavour to seek and expand partnerships with world leading universities and those in emerging economies where they intersect with our corporate and supporting strategies. KPIs are:

- To maintain a level of >50% of all publications involving an international collaborator
- To exceed a ratio of 5:1 funding leveraged through investment in the UGPN research collaboration fund
- To maximise success rates with UK funding schemes (eg Newton Fund and Global Challenge Research Fund) and international funding schemes (eg EU, Gates Foundation), contributing to meeting the target of £60M pa research income by 2022
- To improve the quality of outputs with international co-authors (proportion in top 1%) leading to a sustained position below 150 in the Leiden Ranking
- To enhance the breadth and depth of the SII-DUFE TNE activity especially in research
- To expand of the number of dual degree programmes (UG and PGT) with internationally renowned universities
- To prioritise dual PhD degrees with key partners and particularly within the UGPN network
- To grow partnerships addressing capacity building needs in key target ODA countries and link this to future funding opportunities, eg SPHEIR
- Targeted exploration of new TNE activities, particularly in Asia, contributing to realising our research, teaching and growth strategies
- Creating/exploiting innovative funding opportunities to pump-prime new international research collaborations.

Strategic Goal 2: To attract and retain the highest calibre staff from across the globe, including the EU

A globally diverse staff population contributes to our international appeal, to the “feel” of the campus, and to students who can experience teaching from a broad range of staff from different cultural backgrounds. The University is committed to hiring and retaining the very best staff irrespective of their geographic, ethnic, religious and cultural background. KPIs are:

⁴ <http://www.surrey.ac.uk/sites/default/files/university-of-surrey-research-strategy-2015-2022.pdf>

⁵ <http://www.surrey.ac.uk/learningandteaching/strategy/Learning%20and%20Teaching%20Strategy%20Oct%202014.pdf>

- To exceed a minimum of 20% of non-UK staff employed by the University
- To ensure the retention of non-UK staff at the University over the 5-year period of the strategy exceeding the median of our benchmark UK competitors
- To increase engagement of staff, and recognition thereof, with membership of international advisory boards and organisations (grant bodies, commercial, governmental, international conferences)
- To increase the number of BAME staff within the University, especially at senior academic levels, with a target of 5% at level 6 and above by 2022.

Strategic Goal 3: To ensure that the University has an internationally broad and balanced EU and non-EU student population at UG, PGT and PGR levels

Historically, the University of Surrey has been very successful at recruiting EU and international students with approximately 35% of students coming from outside the UK. There are challenges associated with this strategic goal, including potential changes in government policy on student visas, the impact of Brexit and increased competitor activity both nationally and internationally. KPIs are:

- Targeted regional growth in the total number of UG and PGT international and EU students
- To grow the total number of non-UK research students (both PhDs registered at Surrey and visiting PhD researchers)
- To improve the balance of international, EU and UK domiciled students at all study levels across different disciplines
- To increase the number of markets from which Surrey has a minimum of 30 students in total to drive diversification
- To increase the number of overseas government/company sponsored students
- To increase the proportion of students enrolled at SII-DUFE on the dual degree programmes
- To ensure the percentage of international UG students progressing and achieving good degrees (2:1 and 1st) is comparable to UK domiciled students
- To ensure the percentage of international students gaining a distinction at PGT level is comparable to UK domiciled students
- To increase the number of students enrolled at Surrey via partnership arrangements (including split-site, 1+3, 2+2, etc)
- To ensure our employment rates of overseas/EU graduates are comparable to UK domiciled graduates
- To improve progression rates and good degrees amongst our international BME student population.

Strategic Goal 4: To promote the delivery of an internationalised student experience

An international experience for all of our students is multifaceted and involves cultural awareness and support on campus, the integration of internationalisation in the curriculum using examples not solely based on the UK, facilitating active Students' Union societies representing the diversity of international student populations and providing opportunities for students to explore other learning opportunities relevant to internationalisation. KPIs are:

- To increase the range of subjects offered within the Surrey Global Graduate Award especially in global citizenship and employability
- To increase the number of students pursuing the Surrey Global Graduate Award

- To develop activities that enable Surrey students (based at Surrey) to work with other student cohorts across the world
- To increase the number of international companies attending campus events for PTY placements and graduate employability
- To enhance international student engagement with the USSU
- To ensure high levels (>80%) of student satisfaction with internationalisation in their Surrey experience.

Strategic Goal 5: To create international mobility opportunities that challenge and enrich the lives of our staff and students, and contribute to building personal resilience and intercultural understanding

International mobility of students and staff (both academic and professional) enriches the experience of the individual and also provides opportunities on the Surrey campus to expand our cultural diversity further and contribute to new partnership development. KPIs are:

- To increase the number of Surrey students having an international experience (study, research, work placement, volunteering, Summer School) especially from a widening participation background
- To increase the number of professional services staff spending a period of time at international partners and vice versa
- To increase the number of academic staff engaging with international opportunities (sabbaticals, short and medium-term visits eg through Santander staff research awards)
- To increase the opportunities for inward sabbatical visits, especially from high- profile international researchers (Field Medallists, Nobel Laureates)
- To increase the range of mobility opportunities available on each continent
- To increase the percentage/number of BAME and SEG 4-7 students participating in study/work placements abroad
- To increase the number of international incoming students attending the University of Surrey as part of their degree programme
- To increase in the number of staff taking up international teaching mobility opportunities.

Strategic Goal 6: To enhance our international profile and brand awareness, thereby helping to deliver an international ranking commensurate with the University's successes and aspirations in research and education

The University of Surrey must capitalise on all its excellent activities and its special partnerships with commercial organisations such as NPL, Huawei, McLaren, Philips to ensure its brand is recognised internationally. This will result from increased research impact, teaching delivery that is recognised amongst the best in sector, and an ability to market the success of the University through multiple media outlets. Our international alumni network provides an essential function in brand awareness and enhancement and will contribute, along with others who fully engage with the vision of the University of Surrey, to building a solid base of philanthropic giving. KPIs are:

- To increase the number of engaged alumni and alumni chapters
- To increase philanthropic contributions from international alumni and donors
- To produce a systematic international brand awareness campaign based upon the *Surrey Advantage*

- To increase the number/value of international capacity building/mentoring/ consultancy contracts
- To increase the proportion of our formal links with, and citations from, the world's top 150 universities
- To increase the number of Surrey news stories featured on UGPN partner websites
- To increase the international engagement with the University of Surrey website and its social media channels
- To increase the number of overseas ministerial/VC/CEO (or equivalent) visits to Surrey to improve brand awareness
- To target improvements in the overall position in the QS, THE and ARWU rankings with a desire to be consistently in the top 200 in the QS and THE rankings by 2022 and above position 350 in the ARWU in the same timeframe
- To increase the number of specific subject areas recognised as being in the top 150 worldwide in the Academic Ranking of World Universities (ARWU).

Global Strategy: Implementation

Implementation of the new Global Strategy will be led by the Senior Vice-President (Global) working with members of the Global Engagement Strategy Committee and the Global Engagement Delivery Group through an implementation plan. Progress against the KPIs will be reviewed annually and performance against a subset of critical KPIs reported to both EB and Council and shared with the Surrey community and beyond in an interactive and engaging fashion. The implementation plan will rely upon a series of updated regional delivery plans with associated annual delivery targets since these provide a detailed analysis of the entire range of activities being carried out and their relative prioritisation (eg student recruitment, alumni and development activity, research partnerships, outward mobility, teaching interactions, etc). Through the full engagement of the Associate Deans (International), and their respective Faculty Deans, renewed faculty level global strategies will also be developed within the first year of the launch of the new Global Strategy.