

## D. Erasmus Policy Statement (Overall Strategy)

Please describe your institution's international (EU and non-EU) strategy. In your description please explain a) how you choose your partners, b) in which geographical area(s) and c) the most important objectives and target groups of your mobility activities (with regard to staff and students in first, second and third cycles, including study and training, and short cycles). If applicable, also explain how your institution participates in the development of double/multiple/joint degrees.

The University of Surrey has a holistic international strategy which sets forth a series of steps to enable the University to reinforce and expand the international reputation in all its endeavours, including being recognised as an international leader in high quality learning, teaching, research and enterprise. The international strategy covers both European and non-European countries. The seven key aims of the international strategy are:

1. To achieve impact through international partnerships
2. To achieve impact through a diverse international student and staff body
3. To maximize impact through international research activities
4. To enhance internationalization in learning and teaching
5. To achieve impact through international campus and transnational educational activities
6. To ensure the international impact of the University of Surrey is widely recognized
7. To ensure the international impact of the University of Surrey is reflected in a top 100 ranking in international leagues tables.

These aims are all facilitated and delivered through a range of approaches including:

1. The development of key sustainable partnerships with comparable universities globally especially in Europe.
2. Student and staff mobility within Europe, using Erasmus where possible, and outside of Europe using inter-institutional agreements and Memoranda of Understanding.
3. Opportunities for students to engage in a professional training year with both national and international employers especially in the SME sector.

Academic, SME and more substantial sized industrial partners are chosen based upon their strategic fit with the University of Surrey and the likelihood that a sustainable partnership model will be achieved, especially with respect to balancing inward and outward student mobility where appropriate. All new agreements are scrutinised by departments, faculties and the International Relations Executive Group prior to University level approval. In the context of graduate employability, a major focus continues to be the undergraduate experience by providing opportunities for study abroad and international work placements, especially in the European Union, but also outside the EU borders. Staff mobility is encouraged and promoted actively through the International Relations Office and at Faculty level. The Transnational Education Strategy, guided by the overall strategic objectives of the University, has a key objective to establish a limited number of high quality dual degree programmes with key partners. Identification of potential regional partner institutions for future dual degree programmes will be based on the following key factors: International reputation, research and teaching profile; regional/institutional attractiveness (i.e. a current strategic partner of the University of Surrey [for example through the Erasmus programme, the pre-existing University Global Partnership Network involving North Carolina State University and the University of Sao Paulo, or through research or teaching memoranda of understanding]), market size, expanding investment in the HE sector by government, manageable language barriers); medium/long term value to the University of Surrey and manageable reputational risk profile.

If applicable, please describe your institution's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Programme.

The University of Surrey's strategy within this area aligns with the international strategy in so far as any cooperation projects should contribute to enhancing the teaching and training opportunities, including research training of students and staff within the University, and within the partner organisations. Staff and student mobility are core aspects of choosing which initiatives to pursue and a suitable business case and academic case must be made for each project to ensure that the objectives stated in the programme can be met. These proposals are considered at departmental and faculty level prior to being assessed by the International Relations Executive Group (chaired by the Pro Vice-Chancellor (International Relations) and reporting to the Executive Board of the University), who then recommend University approval. In addition to our commitment to the Erasmus Mundus programme for enhancing quality in higher education through scholarship and cooperation between Europe and the rest of the world, the University will actively encourage and support the engagement with other transversal projects such as the current Tempus programme to support modernisation of higher education in the EU's surrounding area and the Jean Monnet programme for European integration. Through our Department of Higher Education we are involved not only in assisting our own faculties in the evaluation of pedagogic practice related to innovation in teaching and learning, but by active participation in European networks in the sharing of this expertise through sub-programmes of the current Life Long Learning Programme. We will continue to do this by engaging in Key Action 2 (Erasmus Mundus Partnerships) and 3 (promotion of European higher education).

Please explain the expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation Agenda\*) in terms of the policy objectives you intend to achieve.

The University of Surrey's commitment to encouraging more students to engage in international mobility and to accept more students from partner organisations onto credit bearing courses at Bachelor, Master and Doctoral levels is contributing to enhancing the international complexion of the University. Although inward and outward staff mobility remains more challenging to grow substantially, the programme will enable the University to increase the profile of staff mobility in both academic and non-academic grades to broaden the global HEI expertise of staff at the University and to foster new research and teaching interactions between the participating organisations. It will also enable sharing of good practice among support staff in central offices, eg. Disability Support, and Faculty-specific functions such as Laboratory Technicians. An increasing desire to develop international models of teaching delivery including double Masters, dual undergraduate degree programmes and, importantly, dual research degrees is being driven forward by the University and it is expected that the Erasmus programme will enable the University to attract some of the best European students onto such programmes. The University, through its wholly managed Research Park, is committed to fostering SME development and is using this to facilitate staff and student exchange within the EU and beyond. By working more pro- actively with our European and international partners and sharing the good practice developed in the UK in terms of quality enhancement, learning outcomes and good governance, we intend to contribute to the modernisation of higher education. In addition, a range of other international partners facilitate staff and student mobility, for example through the Santander Universities Network and through our Universities Global Partnership Network involving North Carolina State University and the University of São Paulo. Taken together, all these routes under the Erasmus programme will lead to a continuing internationalisation of the University of Surrey in all that it undertakes, and allow it to contribute to the modernisation and internationalisation agenda. All of these actions and activities will enable the University of Surrey to address the five priority areas in the EU's modernisation and internationalisation agenda namely:

1. Increasing attainment levels to provide the graduates and researchers that Europe needs for the future;
2. Improving the quality and relevance of higher education;
3. Strengthening quality through mobility and cross-border cooperation;
4. Linking higher education, research and business for excellence and regional development;
5. Improving governance and funding.