

OUR  
*global  
strategy*

2018 - 2022





The University of Surrey is a

***global  
community***

of ideas and people, dedicated to  
life-changing education and research.

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# Foreword

►►► by the Senior Vice-President (Global)

As the University of Surrey begins to implement its new corporate strategy under our President and Vice-Chancellor, Professor G Q Max Lu, it's essential that our supporting strategies are refreshed to best support the new strategy for the next five to 10 years.

A major consideration for any university in the twenty-first 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 just one example.

Our previous international strategy (2012-17) has served us well, with many objectives being met and in some cases exceeded. This new global strategy (2018-2022) builds upon these successes and has been developed and refined through consultation across the University. This strategy is both ambitious and achievable, and will help the University make the most of its advantages and achieve its aspiration to become a truly global university with an ever-increasing international reputation.

**PROFESSOR VINCENT C EMERY**  
FRSB FAST  
Senior Vice-President (Global)





THE

# global strategy

## OUR VISION

The University of Surrey will be widely recognised, particularly in Asia, the Americas and Europe, as a leading university that is globally renowned for excellent research and teaching.

## OUR MISSION

To project Surrey to the world and to open our doors by creating an environment where the University, our staff and students can achieve their greatest 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 decades<sup>1</sup>.

Attracting international students to our University brings rich culture and diversity. This can be very rewarding for everyone in our community, and makes a positive impact on the local area and civic enterprises, as well as for global society.

Attracting the best staff from across the world to lead our research and teaching also has many advantages. These staff bring us internationally leading skills and practice and improve our reputation. They also give us global connections and provide our students with a diversity of learning experiences that aren't limited by the use of examples from any one country. Our students who travel to international destinations for study, work or short-term stays gain broad global experience and become more aware of international issues, trends and opportunities.

The international impact of our research can be significantly enhanced through research

collaborations that cross traditional boundaries. This can lead to multidisciplinary teams across continents that are able to address the grand challenges the world is facing today.

Bringing our success in teaching, learning and research to local, national and international environments either through distance learning, massive open online courses or transnational educational activities increases our global reach.

There are always challenges to internationalisation, including the impact of Brexit, changing 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.

<sup>1</sup>[universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2015/why-invest-in-universities.pdf](https://universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2015/why-invest-in-universities.pdf)





# THE *global* SURREY JOURNEY *so far*

- ► ► Our last international strategy (2012-17)<sup>2</sup> has informed our international engagement since early 2013. Our 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 involved 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 our international impact and our performance in internationally based metrics.

<sup>2</sup>[surrey.ac.uk/global-engagement/useful-information/strategies](https://surrey.ac.uk/global-engagement/useful-information/strategies)



# 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 broad implementation plan, we created a series of regional delivery plans to bring a multidimensional approach to meet the aims of our international strategy.

There's much to celebrate, but there's also areas where we made less progress. In these areas, our new global strategy will offer innovative ways for the University to transform its global profile.

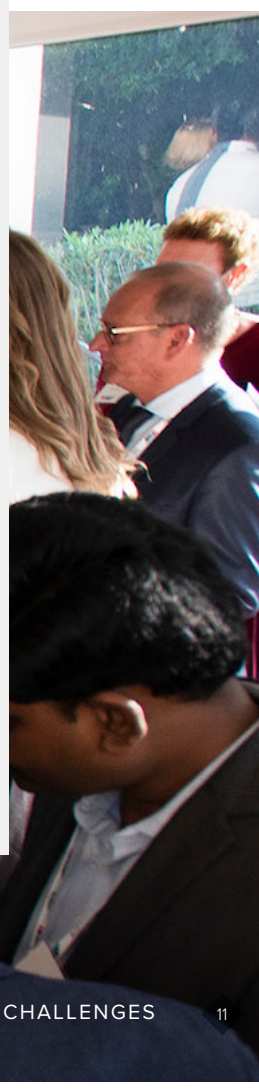
## SOME OF THE ACHIEVEMENTS OF OUR PAST STRATEGY INCLUDE:

- The University Global Partnership Network has stimulated broad and deep relationships between the four partner universities
- We have extensive links with China, including transnational education campus activity
- Our Erasmus+ engagement is strong, and has focused on effective partnerships and balance between outgoing and incoming students over the last four years
- Over 50 per cent of our published outputs involve an international co-author, which is associated with an increased field weighted citation impact
- We've made recent and sustained improvements in our QS, Times Higher Education (THE) and Academic Ranking of World Universities (ARWU) world rankings
- We now make regular updates on the impact of our international activities<sup>3</sup>.

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

## WE MADE LESS PROGRESS IN THE FOLLOWING AREAS:

- We rely too much on a relatively small number of subject areas and countries of origin of international students at undergraduate and postgraduate taught level, and some areas are in decline
- We don't have enough strategic partnerships with international sponsoring agencies (such as at ministry level, universities, commercial sponsors, philanthropic organisations)
- We haven't put enough effort and resource into building our international brand presence.
- We don't have enough international postgraduate research students who can contribute to our research ambitions
- We have relatively few high-profile and deep strategic partners outside of the University Global Partnership Network





# Strategic goals ▶▶

## OUR GLOBAL STRATEGY HAS SIX GOALS:

1

To enhance the opportunities for, and international impact of, our research and education

2

To attract and retain the best staff from across the globe, including the EU

3

To ensure that the University has an internationally broad and balanced EU and non-EU student population at all levels

4

To encourage an internationalised student experience

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

6

To enhance our international profile and brand awareness, leading to an international ranking that matches the University's successes and aspirations in research and education.







# Delivering THE strategy

►►► The following section identifies specific, measurable, achievable, realistic and timely key performance indicators for each of our strategic goals to measure the success of the strategy. In each case, we'll use data from the 2016-17 academic session as our baseline – the last year of our previous international strategy.

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cross traditional boundaries. This can lead to multidisciplinary teams across continents that are able to address the grand challenges the world is facing today.

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



## STRATEGIC

# goal one



**To enhance the opportunities for, and international impact of, our research and education.**

International research and teaching collaborations are an important part of our research strategy<sup>4</sup> and our teaching and learning strategy<sup>5</sup>. Meeting 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, such as with the Global Challenge Research Fund and the UK Government's Strategic Partnerships for Higher Education Innovation and Reform fund) and international funds (such as those offered by the Gates Foundation, the World Bank, the European Research Area and the EU).

We will define a set of desired partnership qualities, including commitment to delivery, mutual benefit and respect, professionalism and reciprocity. We will work to find and expand partnerships with world-leading universities and those in emerging economies where they match up with our corporate and supporting strategies.

### OUR KEY PERFORMANCE INDICATORS FOR THIS STRATEGIC GOAL ARE:

- To make sure that more than 50 per cent of all our publications continue to involve 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 (such as the Newton Fund and Global Challenge Research Fund) and international funding schemes (such as from the EU or the Gates Foundation), contributing to meeting the target of £60m a year research income by 2022
- To improve the quality of outputs with international co-authors (and the proportion of which is in the top one per cent) leading to a sustained position below 150 in the Leiden Ranking
- To enhance the breadth and depth of the Surrey International Institute at Dongbei University of Finance and Economics transnational education activity, especially in research
- To expand the number of dual degree courses at undergraduate and postgraduate taught level with internationally renowned universities
- To prioritise dual PhD degrees with important partners, particularly within the UGPN network
- To grow partnerships addressing capacity building needs in target official development assistance countries and link this to future funding opportunities, such as those through SPHEIR
- Targeted exploration of new transnational education activities, particularly in Asia, contributing to realising our research, teaching and growth strategies
- Creating and exploiting innovative funding opportunities to pump-prime new international research collaborations.

<sup>4</sup>[surrey.ac.uk/sites/default/files/university-of-surrey-research-strategy-2015-2022.pdf](https://surrey.ac.uk/sites/default/files/university-of-surrey-research-strategy-2015-2022.pdf)

<sup>5</sup> [surrey.ac.uk/learningandteaching/strategy/Learning%20and%20Teaching%20Strategy%20Oct%202014.pdf](https://surrey.ac.uk/learningandteaching/strategy/Learning%20and%20Teaching%20Strategy%20Oct%202014.pdf)

## STRATEGIC

# goal two



**To attract and retain the best staff from across the globe, including the EU.**

Globally diverse staff contributes to our international appeal and to the culture of our campus, and benefits our students who can experience teaching from a broad range of cultural backgrounds. We're committed to hiring and retaining the very best staff regardless of their geographic, ethnic, religious or cultural background.

### OUR KEY PERFORMANCE INDICATORS FOR THIS STRATEGIC GOAL ARE:

- To make sure at least 20 per cent of our staff are from outside the UK
- To make sure we retain non-UK staff at the University over the five-year period of the strategy, exceeding the median of our benchmark UK competitors
- To increase engagement and recognition of staff with membership of international advisory boards and organisations (such as grant bodies, commercial, governmental, and international conferences)
- To increase the number of black, Asian and minority ethnic staff within the University, especially at senior academic levels, with a target of five per cent at level six and above by 2022.



## STRATEGIC

# goal three



**To ensure that the University has an internationally broad and balanced EU and non-EU student population at all levels.**

Historically, the University of Surrey has been very successful at recruiting EU and international students, with approximately 35 per cent 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.

### OUR KEY PERFORMANCE INDICATORS FOR THIS STRATEGIC GOAL ARE:

- Targeted regional growth in the total number of undergraduate and postgraduate taught international and EU students
- To grow the total number of non-UK research students (both in numbers of PhDs registered at Surrey and visiting PhD researchers)
- To improve the balance of international, EU and UK students at all study levels across different disciplines
- To increase the number of markets from which we have at least 30 students, so we are more diversified
- To increase the number of overseas government or company sponsored students
- To increase the proportion of students enrolled on Surrey International Institute at Dongbei University of Finance and Economics dual degree courses
- To ensure the proportion of international undergraduate students progressing and achieving good degrees (2:1 and first) is comparable to UK home students
- To ensure the percentage of international students gaining a distinction at postgraduate taught level is comparable to that of UK students
- To increase the number of students enrolled at Surrey through partnership arrangements (including split-site, 1+3, 2+2, and so on)
- To ensure our employment rates of overseas and EU graduates are comparable to UK graduates
- To improve progression rates and good degrees amongst our international black and minority ethnic student population.

## STRATEGIC

# goal four



**To promote the delivery of an internationalised student experience.**

There are many different aspects to providing an international experience for all of our students. This involves cultural awareness and support on campus, integrating an international outlook into the curriculum by using examples not solely based on the UK, supporting active Students' Union societies representing the diversity of international students, and providing opportunities for students to explore other international learning opportunities.

### OUR KEY PERFORMANCE INDICATORS FOR THIS STRATEGIC GOAL 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 who are based here to work with other students across the world
- To increase the number of international companies attending campus events for Professional Training placements and graduate employability
- To enhance international student engagement with the Students' Union
- To ensure high levels (over 80 per cent) of student satisfaction with internationalisation in their Surrey experience.



## STRATEGIC

# goal five



**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 lives of our people. It also provides opportunities to expand our cultural diversity and supports the development of new partnerships.



## STRATEGIC

# goal six



**To enhance our international profile and brand awareness, thereby helping to deliver an international ranking that matches the University's successes and aspirations in research and education.**

The University of Surrey must make the most of its excellent activities and partnerships with commercial organisations such as the National Physical Laboratory, Huawei, McLaren and Philips to ensure our brand is recognised internationally. This will result in increased research impact, teaching that is recognised as among the best in the sector, and a greater ability to market our success.

Our international alumni network is essential for our brand awareness and will contribute, along with others who engage with our vision, to building our philanthropic giving.



### OUR KEY PERFORMANCE INDICATORS FOR THIS STRATEGIC GOAL ARE:

- To increase the number of Surrey students having an international experience (study, research, work placement, volunteering, summer school), especially those that are 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 e.g. through Santander staff research awards)
- To increase the opportunities for inward sabbatical visits, especially from high-profile international researchers (such as field medallists or Nobel laureates)
- To increase the range of mobility opportunities available on each continent
- To increase the percentage/number of black, Asian and minority ethnic and SEG 4-7 students participating in study or work placements abroad
- To increase the number of international incoming students attending the University of Surrey as part of their degree course
- To increase in the number of staff taking up international teaching mobility opportunities.



### OUR KEY PERFORMANCE INDICATORS FOR THIS STRATEGIC GOAL ARE:

- To increase the number of engaged alumni and alumni chapters
- To increase philanthropic contributions from international alumni and donors
- To create a systematic international brand awareness campaign based on the 'Surrey Advantage'
- To increase the number and value of international capacity building, mentoring and 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, Vice-Chancellor and 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 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 ARWU.



## GLOBAL STRATEGY:

# *implementation*



The Senior Vice-President (Global) will lead the implementation of the new global strategy, working with members of the Global Engagement Strategy Committee and the Global Engagement Delivery Group to develop an implementation plan.

We will review our progress against the key performance indicators annually, and report our performance against a subset of critical indicators to Council and Executive Board. We'll also share these reports with the Surrey community and beyond in a way that's interactive and engaging.

Our implementation plan will rely on a series of updated regional delivery plans with related annual delivery targets, which will provide a detailed analysis of the entire range of activities being carried out and how important they are relative to each other (including, for example, our student recruitment, alumni and development activity, research partnerships, outward mobility, teaching interactions, and so on).

We'll also develop renewed faculty level global strategies in the first year of our new global strategy, through the full engagement of our Associate Deans (International) and their respective Faculty Deans.







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