GCU Global: Internationalisation Strategy
2012-2015

BRIGHTER FUTURES BEGIN WITH GCU
January 2013
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Benefits of internationalisation
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Our vision

Glasgow Caledonian University aims to be a successful international university delivering access and excellence, with a strong commitment to the common good.

Our mission
To provide an outstanding, inclusive learning environment underpinned by curiosity-driven research, allowing us to share our knowledge and expertise; work in partnership with business, the professions and the public sector; create successful global graduates and citizens and deliver economic and social benefit to the communities we serve.

We are value-oriented and goal-directed.

Our values and principles
The core values that underpin our vision are:
- Excellence
- Achievement
- Leadership
- International outlook
- Invention and innovation
- Trust and integrity
- Diversity and Courage

The key principles guiding how we operate are:
- Equality of opportunity
- Good citizenship
- Partnership
- Good governance
- Accessibility and approachability

Strategic goals
- Globally networked
- Excellence in education
- Excellence in research
- Delivering for business and the public and voluntary sectors
- Valuing our people
- Committed to the common good
- Sustainability
Recognising the tides of change

An internationalised university is concerned with the development of a multicultural community of students and staff, preparing its students for global political and social environments, and the development of international alliances in research, education and business.

Our commitment to internationalisation
Internationalisation is one of the major forces shaping higher education. We have made significant progress through the recruitment of a growing international community of students, the appointment of international staff, the development of a range of international alliances based on research and scholarships, student exchanges, articulation agreements with overseas institutions and our successful validation partnership with the College of Engineering in Oman.

The Internationalisation Strategy is interlinked with GCU's Learning and Teaching and Research and Knowledge Transfer strategies.

Our commitment to the common good
We have a responsibility to generate and share knowledge for the greater good of society, and commit to educational development in emerging economies as illustrated by our partnership with the Grameen Foundation to deliver the Grameen Caledonian College of Nursing in Bangladesh.

Globally networked
We will deliver excellence, competitiveness and cultural diversity through international collaboration with partners in Scotland and around the world to extend our reach in education, research and development. We will achieve this by:

• Building on the success of international partnerships in Oman, USA, Bangladesh, China, India and South America
• Growing the number of international students
• Providing further opportunities for GCU students to study abroad and participate in summer schools with partner universities across the world
• Developing international research collaborations and partnerships with universities and business
• Internationalising the curriculum using blended learning models
• Maintaining our position as a leading Scottish and UK university for international student satisfaction
• Improving staff mobility and promoting international exchange
Benefits of internationalisation

The Internationalisation Strategy will promote our ambition to be globally networked and support the delivery of our core strategies.

**Domestic students**
The opportunity to have an international study experience as part of the degree programme is attractive to students. Employers believe graduates with such experience can respond better to a global market place. GCU is committed to giving students study opportunities around the world.

We promote internationalisation through our approach to teaching, learning and assessment, and through our curriculum.

**Staff**
The University values the growing diversity of its staff and seeks to harness the insight and expertise of international staff and UK staff with international experience.

The value of staff exchanges, fellowships and involvement with collaborative research and teaching internationally will be recognised through the launch of the Principal’s International Fellowship Scheme.

**Glasgow and the West of Scotland**
Enhancing the University’s international profile and reach will benefit the city and the West of Scotland’s development and prosperity, while establishing GCU as a destination for those seeking an education or career in the nation’s most multicultural city.

**Scotland**
Increasing the role universities play in supporting business development is a priority for the Scottish Government. Scotland has a long tradition of acknowledging the contribution of international students to the economy and to social and cultural development.

**International students**
After studying at GCU, international alumni act as ambassadors to promote the University as a preferred study destination when they return home with knowledge and skills gained at GCU.
Embracing market opportunities

There is a real desire amongst our academic and student community to embrace the many benefits an international agenda brings to the University and to capitalise on the market trends in the higher education sector.

The challenges

The difficult world economic climate, political instability in some countries, UK immigration legislation and Government policy changes have led to a reduction in the number of overseas students studying in the UK.

Across the world there are 3.6 million internationally mobile students. The UK is the second most popular destination, although this is now being challenged by the USA, Australia and Canada following recent changes to immigration legislation.

The opportunities

A recent British Council study predicted the UK will attract an extra 30,000 overseas students over the next ten years and that there will be more than 400,000 international students (including EU students) studying in the UK by 2022.

This contributes to wider UK education exports worth around £14 billion (forecast to rise to almost £27 billion by 2025), equivalent to 1% of the UK gross domestic product (GDP) and 8.4% of total service exports.

Education is the fifth largest service export sector in the UK economy and mobile student numbers have far outpaced world GDP growth over the past 20 years. The Scottish Government aims to double exports from the sector.

Emerging transnational education (TNE)

TNE is education provision for students based in a country other than the one in which the awarding institution is located. Examples of TNE at GCU include programmes delivered at the Caledonian College of Engineering in Oman.

There are 17,000 higher education institutions worldwide and the UK has less than 1% of them. But there is a significant growth opportunity in TNE, which is now seen as a priority for university internationalisation strategies.

Since 2009, the number of overseas campuses has grown globally by 23% to more than 200, with 37 new ventures planned in the next two years. This reflects a requirement to educate students at home. Countries are now exploiting their own national educational infrastructures, and overseas institutions are seeking relationships with universities who will contribute to their countries’ education and training priorities.

GCU well placed to succeed

GCU has a well established international presence through a network of active international agents, our partnerships with INTO Glasgow Caledonian University and its global agent network, and a growing overseas brand in a number of regions.
Building on our strong foundations

GCU has a global outlook and is an engine for social change and economic growth. We aim to build on this strong foundation.

We are committed to using our knowledge and understanding to address major challenges facing the world. This has led us into partnerships with a number of the world’s most prominent drivers of social change, including Professor Muhammad Yunus who was installed as GCU Chancellor in October 2012.

Professor Muhammad Yunus receiving the Presidential Medal of Freedom from President Obama in 2009. Photo by Nasir Ali Mamun.

Our relationship with Professor Yunus and our honorary doctorates such as former UN Secretary General Kofi Annan, demonstrate the ethos and global appeal of GCU.

• GCU has international students from more than 100 countries
• In Nigeria our market share is among the top 15 of institutions globally. Our other key markets are China, India, Saudi Arabia, Pakistan and Canada
• GCU has consistently been rated very highly in Scotland for international student satisfaction
• GCU works in conjunction with INTO GCU, which offers international students professionally accredited programmes in preparation for undergraduate and postgraduate study in the UK

Professor Yunus is a Nobel Laureate and founder of the Grameen Bank movement, which has lifted millions out of poverty through its system of micro-lending. He is also a member of the Board of the United Nations Foundation.
HRH the Princess Royal at the Grameen Caledonian College of Nursing in Bangladesh.
Key aims

Our seven key aims are to:

1. Strengthen our partnerships
2. Increase international student numbers
3. Deepen relationships with Scottish further education colleges
4. Grow student exchange activity
5. Internationalise the curriculum
6. Excel in student experience delivery
7. Build more research collaborations

**KEY AIM 1: Strengthen our partnerships**

We aim to build on the success of existing international partnerships and develop new partnerships in North and South America, China and India. Our current global network includes partnerships with:

**USA:** University of Massachusetts, Boston; Stony Brook University, New York

**China:** East China University of Science & Technology in Shanghai; University of Jinan; Guandong University of Foreign Studies; Zhejiang University of Media and Communications

**Brazil:** Federal University of Rio de Janeiro

**India:** Deccan Education Society’s Fergusson Institute of Advanced Studies and Chitkara University, Punjab and Chitkara University, Himachal Pradesh

**Oman:** Caledonian College of Engineering; the Institute of Health Sciences

GCU has established relationships with a further 80 universities and academic institutions across the world.

**Expanded global reach**

We are keen to expand our global network further in China, Saudi Arabia and Oman, India, South East Asia, and Europe.

We are seeking opportunities to:

- Build new TNE relationships to develop delivery of our courses overseas, such as the planned GCU centre in New York
- Establish partnerships with oil and gas companies such as FMC Technologies
- Help other countries train healthcare workers
- Launch the British School of Fashion and the British School of TV Fiction Writing overseas
- Increase the number of articulation agreements

**Tailored approach**

We will work with our distribution agents to help them develop their business further before securing a longer term contract with us.

We have fostered strong links with schools and colleges in Scotland to ensure student articulation to university and will follow a similar approach globally, particularly in the rest of the UK, China and Malaysia. Our management of each relationship will meet the UK Borders Agency operating requirements and have the appropriate legal framework in place.
KEY AIM 2: Increase international student numbers

We aim to grow the number of overseas students, capitalise on partnerships such as INTO GCU and grow international fee income.

We will integrate recruitment and marketing plans for our key markets and plan to attract international students already studying in the UK.

From 2012 to 2015 GCU target markets for recruitment will be as follows:

Priority 1
Developing our current platforms

**China:** We aim to recruit more students for our UK campuses in Glasgow and London directly as well as through collaboration with China. This includes strengthening our relationship with INTO to improve links with the main distribution networks in China as well as creating our own collaborations with key institutions.

We will target regions and cities that have a growing middle class. Potential cities include Anshan, Shenyang, Yuyao, Xi’an, Dalian, Shanghai, Guangdong and Hong Kong.

**Nigeria:** We aim to retain our strong presence, build on our reputation and our relationships with distribution partners, and develop articulation agreements with schools and colleges. There are opportunities to expand into surrounding countries, such as Kenya and Gambia, with our first interest in Ghana, where we already operate.

**Middle East:** We will build on the excellent relationships we have in Oman and on the history of growth through high-volume contracts and fixed funded contracts with awarding bodies, particularly the government. Our emphasis will be on our School of Health and Life Sciences and the School of Engineering and Built Environment. We will pursue similar opportunities in Saudi Arabia through multinational companies.

**India:** One of our key markets and the largest until 2010/11 when changes in immigration rules affected recruitment. Tertiary education enrolment in India is expected to increase by 7.1 million over the next decade, with an estimated 296,000 students forecast to study outside India, and 59,000 in the UK.

There are growing opportunities for students to stay in India as a result of improved domestic institutions and the locating of multinationals in the region. GCU has predominantly operated in the south, where India’s IT industry is situated in Bangalore, Chennai (formerly Madras) and Hyderabad. The University is developing links in the north.

We will build on our existing relationships with institutional partners, increase activity with our alumni and agency networks, develop more articulation links with feeder colleges, and increase local staff.

**Malaysia and South East Asia:** A growing market. There are opportunities to strengthen our position in this region with Malaysia as the hub. In descending order our interests are: Taiwan, Vietnam, Thailand and Indonesia.

We are working with INTO GCU to develop the region and will be investing further academic resources to promote our presence.
Priorities 2 and 3
Selective expansion elsewhere

There are numerous opportunities beyond our core markets and we are expanding these using the platforms we already have. They include:

North America: Partnerships with the University of Massachusetts, Boston, and Stony Brook University, New York, provide a sound basis for further developments and an opportunity to build on our summer school programme with not only the USA but other countries where an American presence will be attractive. Summer schools are especially attractive if they offer top-up credits that reduce the length of the overall study period of the main award.

We will develop a business proposal to establish a centre in the US, GCU New York.

We will use our relationship with INTO, exchange partnerships at School level and joint initiatives with other Scottish universities.

Europe: We already attract students through joint initiatives with partners in Scotland and the UK as well as through exchange partners across Europe. We are increasing efforts to encourage more exchange activity tailored to the needs our Scottish students.

We anticipate further development via our European Strategy and the newly-created European Service following increased efforts to secure European funding and collaborations.

We must build relationships with partners who don’t necessarily fit into our current strategic priorities. Our EU-funded activity could and does subsidise relationships with other regions that may not be a strategic priority, but could be partners in the future.

Russia and surrounding region, including Azerbaijan, Kazakhstan Kyrgyzstan and Ukraine: We aim to continue to attract students from these regions as they develop and funding becomes more reliable. Meanwhile, we will access the market with INTO partnership support.

Latin America: We have increased awareness of GCU in Brazil through Science without Borders, our partnership with Federal University of Rio de Janeiro and sponsorships from Santander Universities. We will have a greater presence at British Council exhibitions and will be well placed to expand through existing partnerships in Colombia, Chile, Central America, Peru, Argentina and Mexico.

Japan: the School of Engineering and Built Environment are establishing opportunities for computing students.

Turkey: The higher education market is growing. We will research Turkey as a new market.

UK potential
With campuses in Glasgow and London, GCU is in a strong position to access the substantial market of international students who are already in the UK. Forty per cent of all international students in London are studying taught postgraduate programmes.

Our London campus, with its niche programmes, helps to meet the needs of international students for whom being in London is a key factor in their decision to enrol on a UK degree course.

We have expanded our London campus and increased our staffing to enable us to double our intake by 2015.

We will be working more closely with INTO GCU and with FE colleges, international distribution partners, independent schools and English language colleges across the UK to attract more students.
Building a global network of GCU centres
There are opportunities to develop a number of global GCU centres, which would provide a base for our degree students to undertake a trimester of their studies overseas and carry out market/industry/case company research, internships and company projects. Initially, we would focus on postgraduate students studying International Fashion Marketing and Luxury Brand Marketing programmes at our Glasgow and London campuses. A premium fee would be charged to include the overseas trimester.

The centres would also act as a base to establish a number of overseas business academies to deliver executive education programmes and GCU’s British School of Fashion and British School of TV Fiction Writing.

Once established, GCU would work to obtain a licence to recruit students in the host country to Masters programmes delivered at the centre.

KEY AIM 3: Deepen relationships with Scottish further education colleges
We aim to increase joint recruitment and marketing activities with further education colleges in Scotland, many of which already have overseas partners. We will improve articulation routes from them to GCU. Our partners include:
- City of Glasgow College
- Clydebank College, Glasgow
- Telford College, Edinburgh
- Dundee College
- James Watt College, Greenock
- Coatbridge College

KEY AIM 4: Grow student exchange activity
We aim to provide more opportunities for GCU students to study abroad and participate in summer schools with partner universities around the world.

We have more than trebled the number of exchanges in the last three years and look to increase this further to 1500 by 2015.

Raised aspirations
The student exchange experience improves life skills, language skills and cultural awareness, making students more attractive in the job market. It raises aspirations and contributes to academic credits.

Increasing opportunity for exchange
To increase the number of students who can benefit from this experience, GCU will:
- Raise awareness among students, academics and parents through campaigns and alumni testimonials
- Improve integration of international and domestic students through buddying on campus
- Increase subject matching by building on the existing 80-plus international relationships
- Encourage students to reflect on what they have learned and to extend the experience through social media
- Assist GCU students through Year 1 and Year 2 to overcome perceived barriers to an exchange by building confidence, helping to resolve financial challenges, overcoming language skills differences, and providing Year 2 subject taster sessions
- Increase academic exchanges to open up opportunities for students as well as academics
Summer schools
We aim to launch more summer schools in 2013 and are keen to further develop three types of summer schools:
• Faculty-led, credit-bearing summer schools
• Second year undergraduate cultural experiences – especially attractive to Indian and Chinese students
• Final year/postgraduate taster and language top-up to support entry into Masters courses

Underpinning investment
These improvements will need to be underpinned by investment in new tools to track student exchanges and developments in the module catalogue to make it easy for students to choose their own programmes.

KEY AIM 5: Internationalise the curriculum
We aim to internationalise the curriculum using blended learning models.

Student-centred learning and teaching approach
This prepares our graduates for the demands of the modern workplace so they are civic minded, independent lifelong learners and employable graduates in a knowledge-based, global economy. This is achieved through an innovative, flexible curriculum that is not confined to the lecture theatre or laboratory and that takes advantage of virtual learning, student exchanges and social media.

Our approach incorporates the GCU graduate attributes of discipline, knowledge and application, communication skills, learning, research and enquiry, creativity, confidence and enterprise, and global citizenship.

We aim to move to a curriculum that allows students from all nations to personalise their learning.

Global Perspectives project
We will deliver a three-year project that will identify current good practice at GCU and other institutions at home and abroad, and pilot new approaches to the curriculum.

KEY AIM 6: Excel in student experience delivery
We aim to build on our position as a leading Scottish and UK university for international student satisfaction.

Our ambition to deliver an excellent student experience needs to be evident in interactions with students at all stages. We can do this through ongoing development and review in partnership with students, innovation and sector-leading practice and use of key performance indicators to measure success.

Key enablers include campaign management and Customer Relationship Management processes. Our International Student Support Service (ISSS) will continue to provide dedicated on-campus support to our international students.

Careers services
At the heart of GCU’s approach to academic excellence is ensuring that our students are ready to take good career steps when they graduate. Our Careers Service provides expert professional services.

We have appointed a careers advisor to work with international students. We are forging relationships with employers and organisations in our target markets and are building a repository of information about the overseas graduate labour market.
The a-footprint research project uses cutting edge 3D technology to manufacture improved orthotics and splints.
Supporting international students:

**Information hub**
Links to online information about more than 400 graduate occupations plus specialist pages for international students.

A pre-arrival blog and a new careers resource, Going Global.

**Work experience**
- Individual advice for graduate employers about gaining and using work experience
- A centre where students can access information about part-time work, volunteering, summer work and internships

**Labour market and graduate job search:**
Expert advice about the graduate labour market relating to all GCU courses.
Insight into international markets.

**Knowledge exchange**
Links with other UK university careers services.
Career case studies of international alumni.

Our Research and Knowledge Transfer Strategy directs research activities and grows our business through partnerships with global industry and funding from international sources.

**International landscape**
About a third of academic research produced globally now involves international collaboration. Around 80% of a country's research impact is related to the level of international collaboration. Research produced through this method has significantly higher citation rates.

European funding for research and other higher education institution activities is increasing. EU-funded projects can help position the University as a preferred partner/destination in regions that would otherwise not be considered because of lack of strategic fit. We currently have EU-funded projects in Latin America and North Africa with total funding over the past four years of around 1.5 million Euros from programmes including FP7, EuropeAid and Erasmus Mundus.

**Enhancing global collaboration**
We will do this in the following ways:
- Increase international postgraduate research student numbers
- Attract new research funding and jobs to Scotland by increasing interaction between the research base, international companies and overseas universities. Our work with FMC Technologies is a prime example
- Translate research into internationally competitive teaching
- Build on our strengths through our research institutes
- Establish an EU Service that consolidates our European activity in a centre, supported by a website, to focus on securing more funding and collaborations, particularly in developing countries. We aim to secure funding through Horizon 2020.
- Build on existing international networks
- Equip researchers with the best tools to increase collaboration e.g. our research repository and PURE research management system

**KEY AIM 7: Build more research collaborations**

We aim to develop international research collaborations with universities and business and promote staff exchanges.

**Innovation and scientific ingenuity**
We are committed to excellence in research and knowledge transfer across our strengths – engineering, business, health and life sciences, social justice and the built and natural environment.

Our approach boosted the Scottish economy by more than £444million and Glasgow's by £216million in 2011/12.

We have research collaborations with other universities and institutions around the world, including the Federal University of Rio de Janeiro, Stony Brook University, New York, and the University of Massachusetts, Boston.
Tailored solutions

We have some of the best industry-standard facilities and work closely with academic, professional and regulatory bodies, and with leading employers to offer innovative and relevant courses. Where appropriate, programmes are professionally accredited.

Closing skill gaps
Our programmes are attractive to nations that do not have the training resources to meet their economic needs. These nations are keen to become involved with universities that can provide education and training in their own countries. Our programme development will be tailored to meet identified skills gaps.

Meeting tomorrow’s needs
We will work more closely with industry sectors, business, governments and professional standards bodies to ensure relevancy, create placements and increase scholarships and accreditations. We will:
- Develop programmes in areas of rising interest e.g. clinical ophthalmology and vision research, diabetes care and management
- Create innovative programmes (e.g. our Doctorate in Optometry) and ones that draw on expertise from across the Schools (e.g. Health Information Management)

We want to make these programmes more accessible by including flexible entry points and English language provision that progresses to full academic studies. There will also be more opportunities to study through Continuing Professional Development, summer schools and distance learning.

Scholarships and incentives
We aim to be competitive while maintaining standards and remaining financially sustainable.

We will achieve this through innovative scholarship and pricing combinations, including a wide range of full and partial scholarship and funding awards for degree students.

Our new Funding, Bursaries and Scholarship Service will help students find appropriate support, including external funding.
Key enablers

We excel in the following core areas:

**Career ready**
With our emphasis on independent thinking and close links with leading companies, our students gain skills sought after by today’s top employers.

**Student experience**
We are highly ranked in the International Student Barometer. Our students benefit from the academic excellence for which Scottish universities have been renowned for more than 500 years.

**Research**
We apply practical research knowledge to solve real-world challenges.

**Global reach**
We work closely with our partners in the private and public sectors to build success and contribute to wealth creation and social benefit.

**Global marketing**
Our marketing strategy will focus on students, parents and key influencers in selected markets.

Our people

**Our People Strategy**
The University’s People Strategy recognises the value of our staff, the importance of celebrating diversity and the need to attract and retain the highest calibre of staff from around the world. Through the People Strategy, we aim to provide staff training to support internationalisation. We will support international exchanges and the development of international partnerships.

The strategy includes:
- The Pride Project, which captures the stories of what we do well and spreads them across the University.
- An Organisational Development programme, which raises awareness of our Internationalisation Strategy.
- Opportunities provided by the British Council, and by the UKTI, SDI, CBI, IoD and external/independent expert providers including our alumni.
Alumni ambassadors

The University will continue to develop strong relationships with international alumni, our strongest and most credible ambassadors.

The contribution of alumni

Many of our alumni build careers with global companies such as Marsh, Nike, Shell, IBM, Charteris and Goldman Sachs. Alumni acknowledge the role GCU played in developing their careers and are often willing to encourage current students.

Alumni generosity

GCU has benefited from the generosity of its international alumni in many ways:

• An Alumni International Ambassadors Programme with volunteer alumni that helps alumni overseas to keep in touch and offers advice to prospective GCU students
• Alumni support the Magnus Magnusson Scholarships, which enable students to work on international projects
• The Khalid Abdulrahim Construction Scholarship Programme, which provides scholarships for international study tours, internships, cultural elements related to the Middle East, including the study of Arabic, and assistance for degree students

Staying involved

We plan to:

• Involve our international alumni by communicating the international plans of our Schools and look for ways to work together
• Collaborate with international recruitment colleagues to ensure prospective students are connected with alumni in their home country
• Continue to promote scholarships and ask for support to augment the international experience of UK-based students

Adding lifetime value

Our goal is to forge relationships with alumni so they continue to feel part of GCU’s close community by:

• Improving our Alumni International Ambassadors Programme
• Developing industry-specific alumni groups across the world
• Improving our social networking
• Promoting alumni benefits such as discounted postgraduate courses tailored to international alumni needs
• Establishing a stronger programme of international events
• Building support for the Grameen programme, including the Grameen Caledonian College of Nursing in Bangladesh, the Yunus Centre, and the Grameen Scotland Foundation

New business club

We will work more closely with businesses and alumni through a new business club run for and by alumni.

Through these activities, we aim to enrich the experience of alumni and secure their support, including through donations.
We will ensure our activities:
• Are consistent with our commitment to serve the common good
• Maintain quality and standards
• Operate within local legislation
• Access student funding and ability to pay
• Are financially sustainable

We have mechanisms to ensure staff are aware of the risks of being globally networked. These include:
• Travel notification and duty of care procedures
• Protection of the University’s brand overseas
• Contractual stringency of all international partnerships, including appointed agents

Leadership, management and organisation
An international steering group has been set up to direct the development of internationalisation plans and to monitor progress.

The group is chaired by the Vice-Principal and Pro Vice-Chancellor International and External Relations. The Associate Deans (International) will be key contributors to the work of the International Steering Group and will act as a source of advice for staff – especially related to academic business development – and identify potential partnerships with targeted institutions. The steering group will help build the profile of the University in key markets.

Our measure of success
We will review performance continually while retaining sight of our goals:
• To double our income from international activities by 2016 from £7 million to £14 million
• To grow the proportion of students participating in international exchanges to 5% of the home student population per year by 2015 (circa 1500 student exchanges)

We will submit regular progress reports against targets to Court and the Executive Board.