



## Global Engagement

Supporting International Student Recruitment and Research

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Approved by: Global Engagement Committee

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## 1. Background

This Interim Global Engagement Strategic Delivery Plan has been developed in response to the emerging international priorities for the University as a result of the COVID-19 pandemic and with Nottingham's vision to be a University without borders and the value of inclusivity at its heart. It articulates a series of global engagement initiatives which will be implemented to specifically support the strategic objectives of the International Student Recruitment Team and international research community during the 'Revive' and 'Renew' phases of the University's COVID-19 pandemic response and beyond, and sets out the operational infrastructure required to support, monitor, and evaluate this activity.

Our ability to attract international students and to undertake world-class research are at the core of our globally engaged University. Supporting the strategic objectives of these areas is of vital importance to the recovery of the University as it continues to respond to the COVID-19 pandemic.

International student fees represent almost a quarter of the University's annual income (£165m per annum) and international students in Nottingham alone provide an additional economic impact of £146m to the regional economy each year. An average of £5.1k per international student is used each year (around £49m) to subsidise shortfalls in funding for both high-cost courses (such as Medicine or Engineering) for Home/EU students and research activity (research grants and external funding account for approximately 75% of the real cost of our research).

Nottingham's long-standing reputation for delivering international research which changes lives, improves society, and sparks inventions to help shape the future of the global economy is a key element many potential international students and their parents consider when determining which university to attend. As we focus on student conversion in September 2020, supporting the resumption of international research collaborations, and strengthening the University's international student recruitment position for September 2021, the initiatives described in this Interim Strategic Delivery Plan will bring together international specialists from across the University and further enhance the University's mission to embed global engagement in all that we do.

## 2. Vision

To mitigate the impact of the COVID-19 pandemic on our ability to attract the best international students and to undertake research of truly global significance. To implement a strategic and operational global engagement infrastructure which embeds global engagement activity across the University and positions us to be at the frontier of internationalisation by utilising new technologies and embracing new ways of working across our university without borders.

### 3. Mission

To develop and implement a series of initiatives which bring together global engagement specialists from across the University to support the strategic objectives of the International Student Recruitment Team and international research and knowledge exchange community during the 'Revive' and 'Renew' phases of the University of Nottingham's COVID-19 pandemic response.

To encourage all colleagues to consider the ways in which their activities – local and global – can support these objectives during this time and beyond.

To create a global community where the ideas and initiatives we develop now become business as usual in the future.

To ensure that the University's approach to global engagement is informed by a clear understanding of the ROI across different activities, directly supporting the University's recovery from the current crisis.

### 4. Strategic Goals

This Interim Strategic Delivery Plan will support and enable the work of the International Student Recruitment Team and the international research community, led by the Research & Innovation (International) Team, in delivering against the following University Strategic Goals:

- Cultivating a Global Mindset in our staff and students.
- Embedding Collaboration in all that we do.
- Creating an on-campus and online culture of positive interaction between our global communities.
- Solving problems and improving lives through education, research, and knowledge exchange of the highest quality, through application to local and global challenges.
- Reaching out to new and potential students and partners across the world.

## 5. Governance

Strategic Leads:	Professor Robert Mokaya <i>Pro-Vice-Chancellor for Global Engagement</i> David Ouchterlonie <i>Associate Director, Global Engagement (Strategy Support)</i>
Primary Stakeholders:	Donna Ball <i>Deputy Director, International Student Recruitment</i> Dr Ben Sumner <i>Director of Engagements and Partnerships</i>
Committee Oversight:	Global Engagement Committee (Owner) Knowledge Exchange Committee Reputation and Recruitment Committee Research Committee
Operational Oversight:	Global Engagement Steering Group
Operational Owners:	Campaign and Alumni Relations Office Careers and Employability Service Global Engagement Strategy Support Unit
Project Team:	Hannah Curnock <i>Senior Volunteering and Advocacy Manager – International</i> Joshua Hawkins <i>Senior Global Engagement Manager</i> Stuart Marriott <i>Associate Director, Careers and Employability Service</i> Jelena Markovic <i>International Relations Manager</i> Isobel Mosley <i>Global Engagement Manager</i> David Ouchterlonie <i>Associate Director, Global Engagement (Strategy Support)</i> Matthew Rackley <i>Research Development Executive</i>

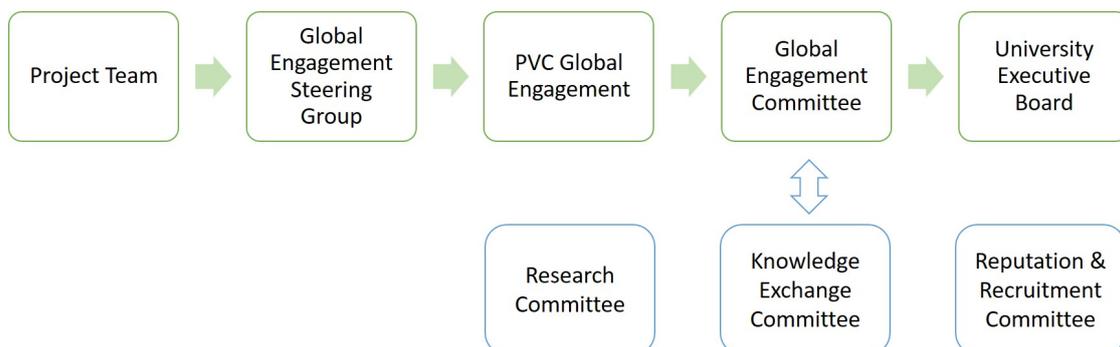
## 5.1. Approvals

The Global Engagement Steering Group, a sub-group of the Global Engagement Committee, will be responsible for reviewing and endorsing all recommendations from Operational Owners via the Project Team to remove, amend, or add initiatives to this Interim Strategic Delivery Plan and will make recommendations to the Pro-Vice-Chancellor for Global Engagement as appropriate.

The Pro-Vice-Chancellor for Global Engagement will consider all proposed amendments to the Interim Strategic Delivery Plan in the context of the University Strategy and the current status of the COVID-19 pandemic response.

The Knowledge Exchange, Reputation and Recruitment, and Research Committees will be consulted on specific initiatives in the Interim Strategic Delivery Plan as appropriate.

The Global Engagement Committee will endorse or reject the Interim Strategic Delivery Plan and all future amendments and will make recommendations to the University Executive Board as appropriate.



## 6. Resources

The operational implementation of the activities described below will be wholly owned and resourced by the assigned Operational Owner, led by the nominated Project Team member from that business unit and in partnership with the Primary Stakeholders who will establish the specific strategic objectives for each initiative.

The Global Engagement Strategy Support Unit will support the implementation of the activities where required and will manage the overall administration and coordination of the Interim Strategic Delivery Plan and reporting to the Strategic Leads and appropriate Committees.

It is clearly recognised that this work is taking place at a time of unprecedented pressure and challenge for staff, and so formal requirements, meetings and paperwork will be kept to the minimum necessary.

No additional funding has been allocated to, or is required by, this Interim Strategic Delivery Plan. It is a co-ordinating Plan, with activities associated with the initiatives described to be undertaken by specific business units and funding allocated where required from the appropriate existing operating budgets.

## 7. Stakeholder Analysis

The following stakeholders were consulted in the development of this Interim Strategic Delivery Plan:

- Asia Business Centre
- Campaign and Alumni Relations Office
- Careers and Employability Service
- Faculty Global Engagement Directors
- Global and Political Affairs Unit
- International Student Recruitment
- PVC Global Engagement
- Research and Innovation Team
- Strategic Change Unit
- Study Abroad Team
- University of Nottingham Malaysia
- University of Nottingham Ningbo China

It was noted by all that it will be important to review this Interim Strategic Delivery Plan regularly, as University priorities will inform specific goals and so it will need to quickly respond to changing priorities.

The current priorities for International Student Recruitment are:

- Supporting conversion for the September 2020 intake
- Enabling best results for September 2021
- Enhancing Postgraduate Taught recruitment activities

The current priorities for Research and Innovation (International) are:

- Supporting funding calls
- Collating and sharing partner information

- Sharing 'how-to' guidance (e.g. MoU processes, the 5-Phase Partnerships Framework)
- Creating an online community

A project team comprising representatives from the Campaign and Alumni Relations Office, Careers and Employability Service, Global Engagement Strategy Support Unit, International Student Recruitment, Research and Innovation (International) and Study Abroad Teams was established to review the priorities listed above and to recommend strategic initiatives to be led by their business area which will be implemented to support these priorities. These initiatives were presented to and endorsed by the Global Engagement Steering Group.

## 8. Strategic Initiatives

The following six strategic initiatives have been agreed and will be implemented to support the Interim Strategic Delivery Plan's mission.

- Mapping International Stakeholders
- Mobilising Alumni Volunteers
- Enhancing Careers Messaging
- Maximising Alumni Communications
- Redefining our Online Presence
- Embedding Global Engagement in all that we do

It is important to note that these initiatives are intended to provide a baseline for a coordinated approach to global engagement activity and they should become business as usual once implemented. As such their continued inclusion in this Interim Strategic Delivery Plan will be assessed regularly. As the University moves beyond the 'Revive' phase of the pandemic response it is expected that some initiatives will be removed from the scope of this Plan and additional initiatives will be added to support international research and teaching alongside specific projects, such as the China Beacon and developing strategic relationships with priority research partners using the Partnerships and Networks Framework.

## 9. Implementation

The Project Team will be responsible for directing the operational implementation of the strategic initiatives with the support of the Global Engagement Strategy Support Unit and will meet monthly to provide updates on the progress of each initiative and to discuss new initiatives for potential inclusion.

The immediate priority (June 2020) for the Project Team is to establish specific and measurable goals for each initiative and this Plan more widely based on the University's current position and subsequent strategic objectives of the International Student Recruitment and Research and Innovation (International) teams.

## 10. Communication and Engagement plan

Members of the Global Engagement Committee will be asked to share the final approved version of this Interim Strategic Delivery Plan with appropriate colleagues in their Faculty, including Heads of School and Department. The Global Engagement Strategy Support Unit will also prepare monthly updates which will be made available for Committee members to share.

Additionally, the Global Engagement Strategy Support Unit will work with the External Relations Digital and Marketing Team and Communications and Advocacy Team to develop a formal means of communicating the strategic objectives of this Interim Strategic Delivery Plan and updates on its implementation to the wider University.

The Plan will be uploaded to the Global Engagement Hub on SharePoint, with relevant contact information listed should colleagues wish to find out more information or to register their interest in supporting this work.

## 11. Review

This Interim Strategic Delivery Plan will be formally reviewed at the autumn semester meeting of the Global Engagement Committee.