



# Marjon Global

International Strategy  
2021-2025



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## Vision

*To inspire and prepare the University community to collaborate in a global society, capturing the synergy from such collaboration in terms of improving social mobility, enhancing access to education and learning opportunities, and ensuring our graduates thrive in the global workplace. The University will be a globally trusted provider of value-led, contemporary and sustainable higher education, contributing to global knowledge, academic excellence and the global educational infrastructure.*

## Context

The strategy acknowledges the positive effect that international activity can have in terms of education inclusiveness (Allinson & Gabriels, 2021), community and in-country development (Llieva, Tsiligris, Killingley & Brandenburg, 2021), individual mobility and improving job prospects (UUi, 2021a; UUi, 2021b), as well as supporting targeted growth in international activity including recruitment, and the global drive to achieve the United Nation's Sustainable Development Goal (4) in providing access to good quality education (Department for Education/Department for International Trade, 2021).

International activity is viewed through three lenses:

*(a) mobility and inclusivity*

This lens will focus on ensuring equality of access to international activities and experiences, aiming to ensure all students are able to develop their networks and social capital, develop their identity in a global community, and positively engage with the world and to help make it a more just and sustainable place.

*(b) collaboration and academic excellence*

This lens will focus on research collaboration, knowledge exchange, consultancy, and the creation of both physical and digital international opportunities which enrich individual, community and in-country development.

*(c) growth and diversity*

This lens will focus on broadening our transnational education activity, supporting the development of in-country educational infrastructure, international student recruitment and diversifying the student population.

The underpinning foundations of the strategy will rely on building and maintaining strong and sustainable international partnerships in alignment with the University's values where clear and viable mutual benefits may be derived. The University values are at the heart of all international activity; they are inspired by our ambitions for the future, fostering both the ability and the aspiration to improve lives for all.



### Humanity

We are student-centred, making a difference to individuals and society.

We create human connections and community.



### Ambition

We achieve more by working together and sharing our achievements.

We empower people to be the best they can be.



### Curiosity

We push boundaries and enjoy searching for a better way.

We encourage potential and possibility.



### Independence

We nurture self-belief, independence and wellbeing.

We encourage diverse views and independent thought.

There are key principles and expectations underpinning the strategy [**Intent**]. These intentions then need to be actioned [**Implementation**] and their effectiveness evaluated [**Impact**].



## 1. INTENT

### a. Mobility and Inclusiveness

a.1	To embed our students and staff in a safe and supportive global community.
a.2	To pledge that we will ensure outward mobility opportunities for all students and academics.
a.3	To demonstrate a robust commitment in providing stimulating, engaging and sustainable international opportunities for all students.
a.4	To provide supportive and inclusive acculturation programmes.
a.5	To provide a campus infrastructure that encourages and supports inclusive international student mobility to the University.
a.6	To diversify of the University mobility offer to engage more students in a mix of short and long-term physical and digital mobility programmes and activities.
a.7	To assess continually our impact on environmental sustainability associated with international activity.

### b. Collaboration and Academic Excellence

b.1	To establish a wide range of geographically and culturally diverse international partnerships that support learning, research, knowledge exchange and consultancy activities.
b.2	To support collaborative and co-created international learning experiences and global classroom activities.
b.3	To develop robust University expertise to enable a prompt appraisal of collaborative opportunities for learning, research, knowledge exchange and consultancy.
b.4	To recruit and develop staff to ensure excellence, experience and enrichment of research, knowledge exchange and academic activities in an international context.
b.5	To establish and develop extensive international networks and specialist communities to broaden learning, research, knowledge exchange and consultancy activities.
b.6	To proactively seek funding opportunities to support international collaboration and enrich learning, research, knowledge exchange and consultancy activities.
b.7	To extend opportunities for online delivery of programmes, short courses and micro-credit provision to students around the world.
b.8	To maintain academic portfolio plans that are cognisant of, and responsive to, international relevance and content, with explicit consideration given to progression opportunities.

c. Growth and Diversity

c.1	Have a distinctive approach and academic offer that enhances the university's reputation as a globally trusted provider of value-led, contemporary, and sustainable higher education.
c.2	To maintain our reputation as a trusted and valued provider of Transnational Education (TNE).
c.3	To increase our levels of TNE activity.
c.4	To become a significant recruiter of appropriately qualified international students through partnership and direct recruitment.
c.5	To develop a culturally rich and diverse student population.
c.6	To provide a supportive and enriching experience for international students.
c.7	To develop sustainable financial and pedagogical models that support international recruitment and contribute to the educational infrastructure of the communities and countries where we work.

## 2. IMPLEMENTATION

Pivotal to implementation is the appreciation and integration of all University strategies, plans and processes. Specific strategies and policies include:

- Marjon Growth Plan
- The Digital Strategy
- The Learning & Teaching Strategy
- The Finance Strategy
- The Employability Strategy
- University Campus Plan
- Access and Participation Plan
- Research and Knowledge Exchange Strategy 2020-2025 (Building Knowledge Together)

To achieve the intent underpinning the international strategy there are a number of expectations and requirements for implementation:

Expectation/Requirement	
2.1	Develop clear, flexible and transparent financial models for international activity, that assess the balance between investment, impact and sustainability.
2.2	Enrich the physical and digital infrastructure of the University to support international activity.
2.3	Develop our expertise in service areas to guarantee secure management of international activities ensuring that risk analysis procedures are fully addressed and cover academic, commercial, legal and reputational risks.
2.4	Create intuitive and efficient international admission processes.
2.5	Develop inclusive acculturation programmes alongside broader support programmes for all students and staff in developing a culture of global understanding.
2.6	Co-ordinate international partnership development plans, at both University and School levels, that complement and broaden the University portfolio, provide inclusive mobility opportunities, encourage collaboration and exchange, and support growth and diversity.
2.7	Offer appreciative regulatory <sup>1</sup> and solution-focused quality enhancement mechanisms that engage, support and advise on both physical and digital international activity, and include an embedded micro-credit structure in academic provision.
2.8	Develop an explicit and inclusive pledge for international mobility.
2.9	Articulate specific roles and responsibilities for international activity ensuring the University proactively seeks international opportunities, funding and consultancy, and coordinates activity across the university.
2.10	Engage strongly with our international and 'mobility' alumni to sustain and promote our values, enhance our visibility and enrich our research and education offer.
2.11	Engage proactively with support organisations and groups such as the British Council and Universities UK International (UUKi) in order to gain the maximum intelligence on international requirements, as well as changing political and economic landscapes.
2.12	Develop explicit international marketing and communication plans.
2.13	Review the academic portfolio plans regularly, ensuring that they are cognisant of, and responsive to, international and global relevance.

<sup>1</sup> Appreciative regulatory mechanisms: evaluative approaches that focus on what works well in order to identify enabling factors that can be promoted in other contexts

2.14	Take a staged approach to the increase of Confirmation of Acceptance for Studies (CAS) numbers.
2.15	Develop a selective network of values-led recruitment agencies to support international recruitment and all international activities.
2.16	Target resource allocation and develop resource contribution models.
2.17	Actively seek external funding to support our international and intercultural development work.
2.18	Develop robust plans for a campus infrastructure that encourages and supports inclusive international student mobility to the University.
2.19	Engage fully with mobility schemes including The Turing Scheme to support inclusive mobility opportunities.

***As implementation will inevitably be iterative in nature and require responsiveness to context, there will be annual international priorities established aligned with the intentions and the broader implementation expectations.***

### 3. IMPACT

Whilst annual priorities will be established, there are broader key performance indicators that would demonstrate positive impact.

It is important to acknowledge that the intentions underpinning the strategy are challenging for everyone in the University community. As such, maintaining and improving some performance indicators may involve a transitional phase.

Performance Indicators	
3.1	An increase in the number of collaborative and sustainable international partnerships.
3.2	An increase in the levels of graduate employability.
3.3	An increase in the numbers of students (in particular those students from disadvantaged backgrounds) and academic colleagues engaging in international mobility opportunities
3.4	An increase in the size of our international and 'mobility' alumni community that promotes our values, enhances our visibility and enriches our research and education offer.
3.5	A growth in the number of successful research activity collaborations and experience (e.g. publications; conference papers; research panels)
3.6	A growth in the number of internationally experienced academic colleagues
3.7	A growth in the number of applications for, and successfully funded, international projects.
3.8	An increase in the levels of international recruitment with progressive levels of Confirmation of Acceptance for Studies (CAS) numbers secured.
3.9	Increases in the levels of retention, attainment and satisfaction from our international student body.
3.10	An increase in the level of TNE activity and the number of students engaged in TNE provision.
3.11	An increase in sustainable financial contribution from international activity.

#### References

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