Internationalisation Strategy 2012-2017

1. Introduction

The internationalisation strategy proposed for the period 2012-2017 starts from and supports the University's vision that:

“The University of Sheffield will be one of the best universities in the world, renowned for the excellence, impact and distinctiveness both of its research and its research-led learning and teaching.” (Strategic Plan, 2010-2015)

In support of this, the Strategy focuses on four key themes:

- Ensuring global visibility of the University and what it stands for.
- Developing a truly international University community.
- Promoting our research globally and enhancing knowledge transfer opportunities through our international engagements.
- Celebrating, promoting and increasing the volume of the work that we do to improve the lives of others through our international relationships, locally and abroad.

In addressing each of these themes, the extent to which we are able to establish, develop and maintain effective international partnerships and to work collaboratively across the institution to foster and raise the profile of these will be critical. To this end, a new International Relations Office has been set up to provide a central point of co-ordination of partnerships and knowledge sharing about our international relationships and where and why they are being built.

2. Purpose and rationale
This strategy sets out a rationale for internationalisation – the “why” – and a number of broad themes and objectives – the “what”. It does not explicitly provide a detailed list of activities to engage in or regions to engage with; rather, it starts from the position that internationalisation is academic-led core business at the University of Sheffield and must support the broad strategic goals of the academic community on many levels.

In the face of a range of driving forces, including increased global competition, patterns of student demand and the need to diversify funding sources, we are taking deliberate steps to gain benefits from the international dimension of the University’s life and, through taking these steps, maintaining the resilience of the institution and enhancing the experience of those studying in and working at or with the University. Internationalisation is therefore a process and a means to add value to our core business – improving teaching, research and service - through:

- capitalizing on and promoting our existing excellent activities and capacities
- innovating and supporting change and growth.

Firstly, therefore, this strategy provides a framework to:

- facilitate the provision of co-ordinated support and enhanced services for the key aspects of internationalisation that cut across several areas of the institution.
- allow departments and faculties to establish their own activities to support the strategic areas of internationalisation that are most relevant or pressing for them.

Faculties and departments will have channels which we hope they will use to bring forward planned and new activities in support of our international goals. These include departmental and Faculty international strategies and discussions around these.

Secondly, the strategy provides an outline of what we are seeking to achieve, building upon existing activities and strengths. International engagement is one of the markers of a leading, research-intensive institution and the University is already active and engaged internationally in many successful ways. There is a need, however, which this strategy addresses, to:

- ensure the most strategically important activities for the resilience of the institution receive the necessary attention and additional resource;
- clarify the rationale for various types of engagement and where best to undertake these;
- develop further some areas of relative underperformance; and
- promote internationalisation as a two-way process that can support fresh thinking, new opportunities, and creativity.

Thirdly, a number of specific actions relating to the objectives have already been identified and will be taken forward through engagement with the relevant Professional Service departments and the Faculties. In addition, the International Relations Office will provide support and guidance to help identify and meet Faculty and departmental aspirations in those areas of internationalisation that are most relevant or pressing for them.

Finally, the opportunities for international engagement that are created through the work of the Vice-Chancellor’s Office, the PVC International and other members of the University Executive Board will be informed by and will continue to shape the strategy overall. The intention therefore is for all parts of the University to be aware of, contribute to, and feel the benefits of a coherent and co-ordinated programme of internationalisation both at home and abroad.
### 3. Meeting our aspirations

<table>
<thead>
<tr>
<th>Themes</th>
<th>What we want to achieve</th>
<th>We will do this by …</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensuring global visibility of the University and what it stands for.</td>
<td>To promote our international capabilities and values in target countries and to key audiences.</td>
<td>Celebrating our achievements within the University and communicating them to international audiences more effectively. Establishing a small number of ‘Primary Sheffield Partnerships’ with institutions abroad - multi-dimensional in nature, drawing in a range of departments and professional services to reach the agreed outcomes and fostered through long-term and carefully managed relationships. Secondary partnerships that are more opportunistic or aimed at achieving specific departmental targets will also be promoted through sharing of expertise, frameworks, advice and support for the development of departmental level collaborative links. Continuing to grow our recruitment of high quality international students in line with strategic and Faculty targets, Developing robust criteria for selecting key markets in which to focus international engagement; reviewing regularly to maintain our international competitiveness. Ensuring that visits by senior staff and international events are co-ordinated to maximize impact. Developing effective briefings and the sharing of information and data relating to our international links. Developing a more targeted approach to our international communications, for example by focusing on particular countries/regions Establishing more international alumni communities, developing staff and student international ambassadors and making more use of local civic, regional and business links internationally. Developing measures to track the effectiveness of our efforts in these areas.</td>
</tr>
<tr>
<td>2. Developing a truly international University community.</td>
<td>To meet the international aspirations of all our students and support the implementation of the international aspects of our Learning and Teaching Strategy.</td>
<td>Promoting integration between all our students Providing pre-arrival, induction and orientation programmes and on-going support that meet the needs of all international students. Providing more social and extra-curricular activities that bring home and international students together. Internationalising our curricula so that all students have exposure to an international learning experience and all students understand their subject in an international context.</td>
</tr>
<tr>
<td>To develop UG, PGT and PGR international student recruitment further in terms of Diversity Quality Sustainability Volume</td>
<td>Providing all students with an opportunity to develop/acquire a second language (including the opportunity for international students to develop their English language). Increasing the number of students participating in international exchange / placement /internship schemes. Working with the Students’ Union to support its contributions to this Strategy and ensuring co-ordination with its own internationalisation strategic objectives. Developing our global careers support and enhancing recognition of the University and our graduates by international employers.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>To support the development of an international community of staff.</td>
<td>Setting and achieving targets for an increased number of international pathways into the University. Expanding our network of overseas offices in areas of strategic or operational importance. Exploring the potential for the export of education and creation of bases/campuses abroad. Developing new recruitment markets to support growth and diversity.</td>
<td></td>
</tr>
<tr>
<td>To establish integrated support for and co-</td>
<td>Attracting and selecting high quality international staff. Providing professional and personal support to all international staff. Supporting all staff working for the University overseas. Actively promoting the integration of staff from different cultural and national backgrounds. Facilitating an increase in the number of visiting scholars and ensuring baseline facilities for these. Increasing the number of staff engaging in international teaching and training schemes. Encouraging and facilitating junior researchers to make use of institutional networks for mobility and exchange opportunities. Encouraging and facilitating international experience for professional services staff.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establishing the International Relations Office to support the co-ordination of the University’s international activities and delivery of this Strategy.</td>
<td></td>
</tr>
<tr>
<td>3. Promoting our research globally and enhancing knowledge transfer opportunities through our international engagements.</td>
<td>To promote the international relevance and impact of our research and knowledge transfer activities.</td>
<td>Promoting the University’s capacities as an international research and KT partner highlighting the relevance of our research on global issues. Developing key messages about our research excellence and presenting them to international audiences. Increasing the proportion of high quality research at TUoS that is funded by international organisations.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>To grow our international research activities in support of our strategic aspiration of being recognised for research and innovation of the highest international quality.</td>
<td>Attracting and working with the best international researchers at all levels. Increasing awareness of and engagement with EU and other international research funds. Developing a more strategic approach to establishing international research partnerships (in line with the University’s 2022 Futures project). Strengthening our relationships with major overseas research sponsors / funders and partners and increasing our participation in decision making. Exploring the potential for joint research institutes and laboratories abroad with academic and other partners.</td>
<td></td>
</tr>
<tr>
<td>4. Celebrating, promoting and increasing the volume of the work</td>
<td>To promote global citizenship amongst staff and students and practise civic responsibility in all</td>
<td>Capturing details of our international research and teaching outputs and service activities and establishing more effective means of promoting them and the benefits they bring. Supporting the capacity building and leadership of higher education institutions</td>
</tr>
</tbody>
</table>
that we do to improve the lives of others through our international relationships, locally and abroad.

our international activities.

abroad.

Working with the Students’ Union to support the development of an international dimension to Sheffield Volunteering.

Reviewing the use of international scholarships to ensure that they support the joint aims of quality and diversity of intake and support for students from less advantaged communities.

Supporting global citizenship as part of the Sheffield Graduate Development Programme.

Providing additional support to attract visiting scholars from developing countries.

Establishing a flagship international Corporate Social Responsibility project in order to engage staff and students from across the University.

4. Measures of success

We will establish a number of measures and benchmarks that will allow us to review and report on our progress. These will include:

- Student surveys
- Admissions and progression data
- Research funding
- Staff data and surveys
- Assessment of brand awareness in target countries and regions