

BOURNEMOUTH UNIVERSITY INTERNATIONALISATION¹ STRATEGY

1. Vision

This strategy will confirm Bournemouth University as an internationalised University, enabling its staff and students to engage with a culturally rich learning environment and to celebrate their diversity. The University strives to be a tolerant and inclusive learning community based on acceptance, respect, understanding and appreciation of different cultures, and with a curriculum which incorporates global perspectives, international scholarship and cross-cultural capabilities.

Because of growing ethnic, cultural, racial, language and religious diversity throughout the world, citizenship education needs to be changed in substantial ways to prepare students to function effectively in the 21st century. Citizens in this century need the knowledge, attitudes, and skills required to function in their cultural communities and beyond their cultural borders. They should also be able and willing to participate in the construction of a national civic culture that is a moral and just communitywhich embodies democratic ideals and values. (James Banks Educating Global Citizens in a Diverse World).

A key outwards-facing aim of the Strategy is to enhance and sustain BU's international reputation through collaborative partnerships that result in high quality outputs (research papers, patents, service innovation etc). Further competitive edge will be achieved internally via a novel mix of curriculum development including distance and e-learning, student entrepreneurship and volunteering, all designed to broaden understanding and enhance the learning experience and global employability of BU students. Increased levels of student recruitment onto undergraduate, postgraduate and PhD programmes and greater diversity in our Research and Enterprise income streams are important strategic outcomes that link directly to the University Corporate and Strategic (2007-2012) Plans. Finally, a more internationalised work environment will help BU attract the best academic staff talent in a highly competitive international marketplace.

¹ *Internationalisation is the process of integrating the international/intercultural dimension into teaching, research and service functions of the institution* Knight, J., (1994), Internationalisation: elements and checkpoints, Canadian Bureau for International Education

2. Context

The Department for Innovation, Universities and Skills (DIUS) has the following mission:

Only an inclusive society that creates opportunities for all its people will have the strength and resource to be at the leading edge of the world economy or meet the global challenges of the 21st century.

The UK government provides a clear direction for universities which the DIUS acknowledges sets the foundations for further knowledge and wealth. BU is poised to meet these challenges. Given the aspirations of the BU Strategic Plan 2007-12 and the aims of Curriculum 2010, there are significant opportunities for BU to meet these challenges through its international capability geared to intellectual development and professional practice. This will be achieved by research/enterprise/professional practice informing the development of an international curriculum and enhancing the reputation of BU, its staff and students. In addition, we plan to grow our international student numbers by 20% over the period of the Plan. This equates to a net income of c.£3M over the five years. After several years of very strong growth, we have seen a two year decline in international recruitment, despite a small growth across the sector more generally. We need to reverse our recent trend and then grow significantly.

3. Implementation

In order to optimise our position in an increasingly competitive global market, the implementation of the strategy must address the following:

- Integration of an international dimension within the curriculum to generate student programmes that are competitive in an international market
- Creation of a truly international mobile learning environment for staff and students
- Enhancement of research capacity commensurate with the challenges of the global economy
- Establishment of close contact with multinational organisations in relation to enterprise and professional practice
- Development of an international academic relations network and greater focus on international public relations

Proper integration of these approaches will be critical to the success of the strategy. As an organisation, cultural change is required in order to ensure the international agenda is embedded and embraced in all that we do to develop a thriving international culture in terms of outlook and orientation. Internationalisation is an integral part of all our endeavours as we become a learning community geared to reinforcing international awareness. BU has already made progress in terms of collaborative research, the design of programmes and international engagement and it is upon this foundation that we can build upon our existing strengths.

Implementation of the plan will be achieved via **three** sub-strands:

- an Internationalisation at Home (Global Perspectives) Strategy
- an International Recruitment Strategy
- an International Partnership and Collaboration Strategy

Schools and Professional Services will take responsibility for developing and implementing the detailed sub-strands as part of the overarching BU International Strategy. Consultation to achieve buy-in at all levels is essential if the strategies are to become ingrained in the culture of the institution. It is recognised that this may not happen overnight and that careful dialogue is required if full implementation is to be achieved. School and Professional Service Plans should be aware of, and explicitly contribute to, some or all elements of these strands.

To help achieve coherence and implementation, specialist, cross-University subgroups with a country-specific remit (e.g. China Group, India Group etc) will be set up through the Internationalisation Strategy Group to ensure consistency and sharing of best practice and to allow the University to respond quickly and efficiently to relevant funding opportunities.

The *Internationalisation at Home/Global Perspectives Strategy* comprises areas such as the continued internationalisation of the curriculum; developing inclusive pedagogic approaches; enhancing the student experience (for both international and domestic students) and developing staff and student capability and cultural awareness. This will include developing new opportunities for staff and students to experience other cultures through mobility programmes and the continued internationalisation of the student placement scheme as a means of enhancing further student employability skills and global employability.

The *International Recruitment Strategy* which also forms a subsection of *BU's Marketing Strategy*, comprises the coordination and management of profile raising in the international arena, the recruitment of undergraduate and postgraduate international students to Bournemouth University programmes, and maximising our growing international alumni base. Primary and Secondary markets will be identified and reviewed each year and agreed by members of the Internationalisation Strategy Group. The overarching aim is to achieve a balance of target markets both geographically to spread risk and in terms of mature and emerging markets. Synergies will be sought between individual/group research collaborations with overseas institutions and international student recruitment with particular emphasis on taught Masters programmes.

The *International Partnership and Collaboration Strategy* comprises the identification, approval and implementation of international research, enterprise, professional practice, and educational partnerships and collaborative provision with a range of select international institutions. In addition we will strengthen our collaboration with UK-based language schools. It is envisaged that *categories* of partnership will be identified that fulfil different strategic requirements. In addition, BU will also seek to work more closely with UK governmental and other organisations including The British Council, Research Councils UK, Association of Commonwealth Universities, United Nations and others in helping them deliver their overseas missions. We will also seek entry into one or more international networks designed to promote research activity overseas (e.g. Universitas 21, WUN, etc). BU will also work closely with regional partners (RDA, local government and employers organisations) on relevant joint overseas trade missions where opportunities exist to enhance our Enterprise activities. Synergies will be sought between individual/group research collaborations with overseas institutions and international student recruitment with particular emphasis on taught Masters programmes and joint, inter-institutional PhD programmes.

4. Link to wider University Corporate and Strategic Plans

The strategy will help support the following objectives and KPIs set out in the 2007-2012 University Corporate and Strategic Plans:

- Grow our international (EU non UK and non EU) student numbers by 20% from 1,456 to 1,748 (para 7.1)
- Widen the employability of BU graduates in a global economy
- Develop a portfolio of partnerships which reflects the University's strategic objectives (para 7.1)
- Increase the number and quality of staff and student international exchanges
- Consolidate areas of academic expertise

Finally it is stressed that that this plan is a living document. The overriding characteristic of the international environment is one of continual and rapid change. For the Internationalisation Strategy to work it must be responsive to such changes. ISG will review the Strategy on a 12-monthly basis and will expect to revise the plan as internal and external events dictate.

If you would like to discuss this further or have any queries, please feel free to contact:

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