



University
of Glasgow

GLOBAL GLASGOW

INTERNATIONAL STRATEGY
2025

WORLD
CHANGING
GLASGOW

THE SUNDAY TIMES
THE SUNDAY TIMES

GOOD
UNIVERSITY
GUIDE
2022

SCOTTISH
UNIVERSITY
OF THE YEAR

Key facts 2020/21

30%

30% of our **student population** is **international** (10,430 of a total of 33,282 in 2020/21)

10%

We have three **transnational education partnerships**, delivering **10%** of our total **student population** (3,254 of a total of 33,282 in 2020/21)

275k

We have a **global community** of over **275,000 alumni**

27.9%

27.9% of our **staff** are **international**

15%

15% of **total research income** comes from **international sources**

21%

21% of **undergraduates** are **engaging** in an **international mobility activity** of one week or more

FOREWORD

The last five years have been transformational, both for the University of Glasgow and the world.

Significant strides have been made by the University to internationalise our community, our curriculum and our connections, with the University also enjoying exponential growth in international student numbers both at home and overseas.

However, it is vital that we remain global in outlook and collaborative in approach. The global pandemic, the impact of Brexit and the threat of protectionism has thrown into sharp relief the importance of our international endeavours. Scientific and social solutions to the pandemic and the grand challenges of our time will require both cross-disciplinary and cross-border cooperation that will harness collective expertise. Global connectivity does, can and will enhance our educational offerings, our research capability and our societal impact, creating an environment in which our colleagues, students and wider communities can thrive.

The next five years will be characterised by an accelerating pace of change, which will undoubtedly require creative and concerted approaches. However, this strategy is built on our existing institutional values, which will remain a fixed point of certainty in uncertain times. These are

- Ambition and Excellence;
- Curiosity and Discovery;
- Integrity and Truth;
- An Inclusive Community.

We are committed to:

- Our colleagues and students benefiting from being part of an international community;
- Our wider local community directly benefiting from Glasgow's role as a civic anchor institution with global connections;

- Our relationships with international partners being reciprocally beneficial and founded in mutual respect – we will innovate and solve problems together;
- Defending academic freedom globally;
- Advocating and ensuring diversity and inclusion;
- Championing education as an engine for social progress;
- Capacity strengthening and supporting the educational and career journey of all our students and colleagues whether they are based at the University of Glasgow or overseas with partners;
- Striving to be the best University for the world.

Our ambitions are bold. Over the next five years, through our collaborative activity, we will:

- Work towards 'internationalisation for all', with at least half of our student population directly benefiting from an international experience;
- Grow, diversify and enhance the quality of our international student community, including our postgraduate research (PGR) community, and improve the support and educational environment on offer to deliver a world-class student experience;
- Enhance international research collaboration and our range of international funders, by expanding specialist support;
- Deliver impactful partnerships that benefit communities, with the establishment or consolidation of at least one priority partnership in each region of the world;
- Deliver international activities in alignment with the aims outlined in our *World Changers Together Strategy*, and accompanying thematic strategies, whilst contributing to the development and delivery of the UN's Sustainable Delivery Goals;
- Secure our status as a top 100 global university that delivers tangible global impact.

Together, we are World-Changing Glasgow.

FOUR PRIORITIES

- RELATIONSHIPS
- RESEARCH
- RECRUITMENT
- REPUTATION

Our international priorities have been developed to align with the objectives set out within the University's institutional strategy, and the thematic strategies encompassing research, learning & teaching, innovation, sustainability, civic engagement and people & organisational development.

All of our international activities support these strategic intentions and the three themes of the new University Strategy – *World Changers Together, World Changing Glasgow 2025: Community, Connectivity and Challenges*.

Community

- We will engage with our civic mission via our local and global communities.
- We will strengthen our partnerships to amplify our local and global impact.

Connectivity

- We will adopt collaborative technologies for frictionless and flexible work and study.

Challenges

- We will embrace challenge-led research to address the needs of society.
- We will reimagine our curriculum to prepare students for a challenging and changing world.
- We will build a sustainable future through our research, education and actions.

We will align our activities and investments to support these themes under four priority pillars – **Global Relationships, Global Research, Global Recruitment and Global Reputation** – our four Rs.





University of Glasgow Principal and Vice-Chancellor, Professor Sir Anton Muscatelli, and Professor Sir Hilary Beckles, Vice-Chancellor of the University of the West Indies, signing a Memorandum of Understanding.

GLOBAL RELATIONSHIPS

Developing meaningful and mutually beneficial relationships with partners and stakeholders is mission-critical for the University, and key to unlocking opportunities locally, nationally and internationally for our communities.

Success in this pillar will mean a range of important international relationships being developed and strengthened, with a specific focus on societal impact at both a local and global level.

We will:

- Collaborate and engage creatively with partners, including our Transnational Education (TNE) partners, to deliver clear outcomes linked to research, learning and teaching, knowledge transfer, industry engagement and mobility, identifying or consolidating at least one priority partner in each region of the world in support of institutional strategic objectives;
- Double the proportion of students obtaining an international experience, and specifically increase the participation rates of students from low-participation backgrounds;
- Leverage and lead in our international networks, *Universitas 21*, *The Guild of European Research-Intensive Universities*, the *CIVIS* alliance and engage with the *African Research Universities Alliance*, with particular focus on furthering the aims of the UN Sustainable Development Goals and developing our activities within Europe and the Global South;

- Facilitate opportunities for our colleagues, students and stakeholder communities, as well as our global alumni and industry networks, to both support and benefit from the internationalisation activities delivered by the institution; for example, access to funding, mobility and networking opportunities, and the development of intercultural competencies.

We will do this by:

- Empowering our people to seek out and sustain international opportunities by providing clear enabling policies, processes and programmes;
- Investing in our internal funding schemes to provide direct support for partnership development and both staff and student mobilities;
- Further developing and implementing regional strategies that set out clear objectives aligned to the University's thematic strategies and drive institutional KPIs, whilst supporting collaborative approaches to responding to the UN Sustainable Development Goals;
- Development and delivery of diverse, responsible and sustainable international student opportunities, including Collaborative Online International Learning and virtual exchanges, international joint degree programmes, including Erasmus Mundus Joint Masters Degrees, joint PhDs, placements and internships through Turing and other mobility frameworks.



Developing a field-based laboratory in Uganda to identify sources of human infections.

GLOBAL RESEARCH

International research collaboration is of vital importance to the University as a global, research-intensive institution. It is also vital to our wider communities as, through working with others, we can tackle important problems but also, crucially, identify new questions.

Success would encompass continued and increased impactful international research collaboration and a flourishing international PGR community, broadening the portfolio of international funding sources and the growth in international research income in the long term.

We will:

- Enhance the scale and impact of international research collaboration whilst growing and supporting our thriving PGR student community;
- Further engage with, and optimise, the opportunities that arise from international research partnerships and our global networks, particularly in support of academic and professional services development;
- Provide specialist support and guidance to maximise the range of international funding opportunities accessed;

- Strengthen research activity within existing partnerships so that it forms an integral part of our overall engagement and future priorities.

We will do this by:

- Encouraging increased engagement and leadership within Horizon Europe and/or other appropriate funding schemes and promoting opportunities via our networks, specifically *The Guild for European Research-Intensive Universities* and *CIVIS*;
- Providing research support focused on key international funders beyond Europe, and implementing robust internal financial and governance controls ensuring full compliance and support for funded international projects;
- Enhancing the PGR student experience through targeted scholarships, dedicated support and international opportunities;
- Facilitating joint networking events with international partners to inspire and develop research collaboration around the grand challenges and Sustainable Development Goals.



GLOBAL RECRUITMENT

Attracting global talent to the University is key to delivering our ambitious plans and to creating a vibrant, multinational and multicultural environment for our community to succeed within.

International students and colleagues are significant to the University, enriching our campuses and our communities. Our aim is to recruit strong numbers of high-quality international students across all cohorts, from diverse geographies, for a wide-ranging portfolio of programmes, whilst being mindful of the need to do so in a way that is sustainable.

It is also critical that we support the recruitment of international talent to our World Changing Glasgow community across academia and professional services.

Success will mean sustaining and developing our position as a 'study destination of choice' and an 'employer of choice' for global talent who then achieve their goals within our community.

We will:

- Grow and diversify our onshore international student community at all levels in line with institutional ambitions while maintaining a focus on quality and the provision of a world-class student experience;

- Develop scalable and sustainable transnational education partnerships;
- Increase the number and diversity of articulation pathways and learning and teaching opportunities with appropriate overseas partners to support sustainable growth and diversification;
- Support the recruitment of global talent into the University's colleague and researcher community.

We will do this by:

- Investing in omni-channel marketing and the implementation of targeted conversion and onboarding strategies in support of both student and staff recruitment;
- Reviewing our international scholarships and support packages to ensure they support world-class talent choosing the University of Glasgow and fully benefiting from their experience as a member of TeamUoG;
- Undertaking ongoing portfolio reviews and trend analysis to meet future market demands and to support our diversification agenda;
- Deepening and broadening both existing and new partnerships to create sustainable recruitment pathways, particularly via articulation arrangements and with Kaplan's Glasgow International College, along with investment into an enhanced in-country presence to support the reduction of our carbon footprint.



GLOBAL REPUTATION

Our global reputation underpins the success of the institution, directly impacting on our global league table positioning and contributing to the attractiveness of the University for students, colleagues and partners.

Our aim is to be at the forefront of people's minds when considering the world's best universities and to be recognised as **The World-Changing University**.

We will:

- Promote Glasgow's excellence in research, learning and teaching, and societal impact;
- Proactively share our world-changing Glasgow stories with all of our international stakeholder audiences, while also harnessing flagship events, such as COP26, as a vehicle for doing so;
- Contribute to, and leverage, sector-wide campaigns across Scotland, the UK and internationally via our networks;

- Seek to enhance the University's global reputation in support of an improved position in world university rankings.

We will do this by:

- Articulating and amplifying the World-Changing Glasgow story through the implementation of a cohesive content strategy and effective channel management;
- Mobilising our internal student and staff community and international network of alumni as proactive ambassadors;
- Systematically engaging with partners locally, nationally and internationally, including academia, sector bodies, press, industry and governments;
- Influencing government in support of policies that highlight the strengths and the impact of the sector globally.

GLOBAL AMBITIONS

Institutional goals that this strategy will contribute towards include:

30%

International student population

The proportion of the student population that is international (30% target)



Research publications

Measured by the percentage of outputs in the top 1% and 10% in the world together with field weighted citation impact (continuous improvement)

5th

Research income

Research income per FTE (5th in Russell Group)



Student satisfaction

Increased student satisfaction based on annual student surveying (UK top 20)

50%

UG mobility

% of students who have had an international experience (in-country and virtual) of one week or more (50%, including virtual mobility)



International partnerships

How many partnerships with HEIs meet a suite of qualifying metrics (continuous improvement)

Top 100

Global Reputation (THE reputation ranking)

Ranking in the THE World Reputation Rankings (top 100 in the world)

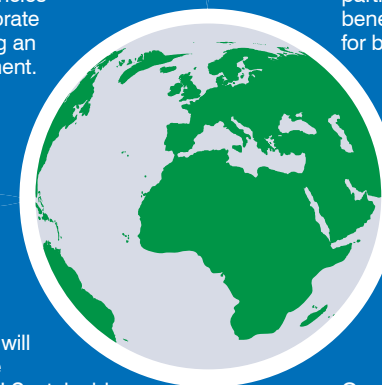
KEY PRINCIPLES FOR WORKING INTERNATIONALLY

Colleagues and students will benefit from the advantages of being a part of an international university. While studying or working at the University our community will be enriched by international experiences, gain cultural competencies and be able to collaborate globally while enjoying an international environment.

Our relationships with international partners are equal partnerships, which are mutually beneficial and founded in shared respect. The University succeeds when its collaborators succeed. At its core, a successful university partnership is reciprocal. The benefits must outweigh the costs for both institutions involved.

While undertaking international work, we will contribute towards the achievement of the UN Sustainable Development Goals, be it through research, partnership or community engagement, and in carrying out our international activities we will make decisions in line with the University's commitment to sustainability, as set out in the *Glasgow Green* strategy.

Our wider local community will directly benefit from Glasgow's role as a civic anchor institution with global connections.



GLOBAL GLASGOW

GLOBAL RELATIONSHIPS



Success will mean a range of important international relationships being developed and strengthened in support of communities locally, nationally and internationally.

We will:

- Collaborate and engage creatively with partners for the benefit of our communities and the world;
- Double the number of students having an international experience;
- Leverage and lead in our international networks and contribute to the delivery of the UN Sustainable Development Goals;
- Facilitate opportunities for our Team UofG community to support and benefit from internationalisation activities.

GLOBAL RESEARCH



Success will mean increased challenge-led international research collaboration, improved access and a wider portfolio of international funding sources, and continued growth of international research income.

We will:

- Enhance the scale, impact, and knowledge exchange of international research collaboration;
- Further engage with, and optimise, international research partnerships;
- Provide specialist support and guidance to maximise the range of international funding opportunities accessed;
- Strengthen research activities with existing partners in response to global challenges.

GLOBAL RECRUITMENT



Success will mean sustaining and developing our position as a 'study destination of choice' and an 'employer of choice' for global talent who then achieve their goals within our community.

We will:

- Grow and diversify our onshore international student community at all levels;
- Develop scalable and sustainable TNE partnerships;
- Increase the number and diversity of articulation pathways and learning and teaching opportunities with appropriate overseas partners;
- Support the recruitment of global talent into Team UofG.

GLOBAL REPUTATION



Success will mean being recognised as The World-Changing University.

We will:

- Promote Glasgow's excellence in research, learning and teaching, and societal impact;
- Proactively share our World-Changing Glasgow stories with all of our international stakeholder audiences;
- Contribute to, and leverage, sector-wide campaigns across Scotland, the UK and internationally to promote the impact of the Higher Education sector;
- Seek to enhance the University's global reputation in support of an improved position in world university rankings.

This International Strategy is built on our existing guiding principles.

- Our students, colleagues, alumni network and wider stakeholder audiences should benefit from being part of our international community.
- Our relationships with international partners are reciprocally beneficial and founded in mutual respect.
- Our international activities will directly contribute to institutional strategic objectives across research, learning & teaching, student experience and innovation, while also supporting our sustainability agenda and contributing to the achievement of the UN Sustainable Development Goals.

