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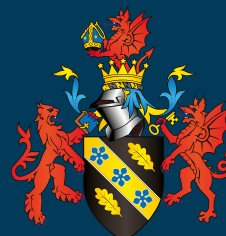
Global Education Strategy

2022 - 2027



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

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1822 - 2022





Foreword

Our Global Education Strategy 2022 – 2027 continues to embody our ambition to become a globally connected university, with a new, robust framework for achieving these goals. We have reviewed every element of our existing Global Education Strategy 2017-2022 and looked for areas of the business where we see real opportunities to play to our strengths. In doing so we have taken the parts of the existing strategy that continue to offer opportunities alongside new strategic aims and objectives.

Through a new Global Education Strategy rather than a new International strategy we are setting out our continuing ambition for a partnership based and multi-faceted engagement across the world to drive forward academic and research excellence.

Traditional educational models are shifting and adapting to the impact of global events and online and digital educational delivery models will become increasingly central to the flexible delivery models students now seek. This strategy will therefore be underpinned by innovation in delivery whilst maintaining continuing excellence in quality.

This will mean a greater emphasis on leveraging academic achievement to help build quality partnerships, and attract the volume of international students we feel matches our aspirations. It also will result in a much more internationalised curricula offering, more international opportunities for our learning communities and help maintain institutional financial stability.

The Global Education Strategy will be underpinned by a new organisational structure. This will be based on the centralisation of international functions under a refocused Wales Global Academy that brings together all international activity across the transformed university under a single leadership model. This will ensure committee and governance structures, effective marshalling of academic and professional assets, improved international brand awareness and reinforced strategic and operational leadership is undertaken in a focused manner. It will ensure and assure a continuing focused engagement with the Academic Institutes to help enable them to meet their aims and objectives.

The Wales Global Academy will be the brand that encompasses all of the global activities of the transformed university signalling the continuing importance of place and community in a global context. It will build upon and incorporate the existing mission of the Wales Global Academy of taking the best of Wales to the world and bringing the best of the world to Wales. It will do so through a transformed Global Campus concept that will deliver a suite of academic offers for global engagement at the institutional and individual levels to create new connected learning communities.

Our newly-focused Global Education Strategy is led by the A-PVC (Global Engagement), working closely with the Academic Institutes, Provosts and Heads of Professional Services and is supported by high-quality professional staff who understand the importance of education in a global context.

The strategy document identifies a key vision for the Global Education Strategy, outlines the main ambitions and sets out five key strategic aims each with a set of measurable objectives.

VISION

Our Global vision is that we will be a leading global institution with a global reach in education and research.

We will improve our global presence and visibility.

We will attract more world-class talent through globally relevant, accessible and innovative high-quality education and research initiatives and provide more students from our communities with lifechanging international opportunities.

AMBITION

At present over 90% of our student fee income is from Home students. This presents a real opportunity to grow a more diversified learning community. Our ambition is to increase our overall fee income from international activity to 15% of total student fee income in 5 years time.

This is a demanding and ambitious target that will be delivered through the following five strategic aims:

- Expand our Global Learning Community in the UK
- Refine the number of international partnerships and the number of international students who undertake a course of study overseas (on campus and online)
- Improve the global opportunities offered to students and staff.
- Grow our global reputation in international markets.
- Improve the international student experience.



STRATEGIC PRIORITIES

The Global Education Strategy provides a framework for achieving our ambitions by identifying five strategic priorities. For each priority, we have identified ambitious, but achievable, goals. These will be supported through the development of annual delivery plans.

A key part of delivering the strategy is the reorganisation of the transformed University's global activities under the Wales Global Academy which will take forward ownership of the design and implementation of the annual delivery plans alongside the Academic Institutes and Professional Service Units. The Wales Global Academy will not only introduce a strengthened visibility in the Global market but will also improve the international student experience by providing a single account management approach to each international student journey. It will strengthen professional expertise in global education matters and imbed a global outlook in all student focused activity.

The Global Education Strategy will be implemented through the Wales Global Academy Board overseen by the International Affairs and Collaborative Partnerships Committee. This planning process is led by the A-PVC (Global Engagement) working with the teams in the Wales Global Academy, Academic Institutes and Professional Service Teams to agree targets against each strategic priority.



Strategic Priorities

➤ **Expand our Global Learning Community in the UK**

➤ **Expand the number of international partnerships and the number of international students who undertake a course of study overseas** (on campus and online)

➤ **Improve the global opportunities offered to students and staff**

➤ **Grow our global visibility in international markets**

➤ **Improve the international student experience**

EXPAND OUR GLOBAL LEARNING COMMUNITY IN THE UK

The transformed University has throughout its history welcomed international students and academic staff. This has benefited the university in a number of ways, including enabling its teaching and research to benefit from a global perspective and experience.

The last published figures from HESA for 2019/20 academic year showed that international students (non-UK) accounted for around 6% of the number of students on campus. Despite the impact of global events and increasing competition in the market there remain opportunities to continue to grow this number.

Increasing our numbers of international students, will help the University's goals around diversification of financial income and sustainability. A diverse global learning community underpins a vibrant, creative and excellent student experience for all students.

Our ambition is to expand our Global Learning Community in the UK to 15% of the total tuition fee received by the 2027/28 academic year. This is an ambitious but achievable target.

Delivering this ambitious target will require a focus on programmes of study that have a demand in identified core markets where we have genuine strength and global relevance to ensure a world class experience for our international students.

A number of key objectives will underpin the delivery of this strategic aim:

- STR1(A) We will agree annual targets for international student recruitment that incrementally deliver our ambitious target of our Global Learning Community reaching 15% of the total number of on campus students in the UK by academic year 2027/28.
- STR1(B) We will review, revamp and expand the delivery of our short course, pathway and Pre-sessional English language programmes to facilitate easier transition for international students to study in the UK.
- STR1(C) We will bi-annually review the University's international fee structure to ensure it is competitively aligned with the sector.
- STR1(D) We will work alongside the University's Doctoral College to launch International Doctorate Centres to maximise recruitment of international PGR students.
- STR1(E) We will review and improve application systems and processes to increase conversion (enrolments/applications). Particular focus will be given to data collection and analysis to inform continual improvement.
- STR1 (F) We will identify and continually review priority recruitment markets based on market analysis of demand and alignment with our strengths in teaching and research to deliver a more diversified international student body.
- STR1 (G) We will develop further agreements with new and existing partners such as overseas HE Institutions, recruitment Agents and third-party organisations to deliver increased recruitment of international students.

EXPAND THE NUMBER OF INTERNATIONAL PARTNERSHIPS AND THE NUMBER OF INTERNATIONAL STUDENTS WHO UNDERTAKE A COURSE OF STUDY OVERSEAS (on campus and online)

Transnational Education (TNE) includes a range of global delivery methods including collaborative provision, continuing professional development and online learning.

At a time when the impact and uncertainties that events such as the global COVID-19 pandemic and the UK's departure from the European Union continue to feed through to the UK education sector, working in partnership with institutions that hold similar values is a manner in which some of those uncertainties and risks can be mitigated as well as continued opportunities realised.

Demand for an international experience and qualification remains strong but traditional delivery models for programmes are being challenged by a requirement for more flexible approaches. TNE can again be a means in which an international education qualification can be delivered in a flexible and cost-effective manner.

TNE is often reliant on partnerships. Collaboration through strategic relationships, working with others to provide educational and commercial opportunities and to ensure that Wales is connected to the wider world are core values of the transformed University.

At its core the Global Education Strategy is premised on a strong partnership ethos which will help deliver increasing student numbers, staff and student exchange, and research collaboration.

The transformed university has a strong record of TNE provision through partnerships and currently has a core number of key partnerships across the globe. Despite this record, more can be achieved both with expansion of provision with existing partners and through the development of new partnerships for programme delivery, capacity building and academic resource sharing.

The University has historically delivered a small and focused set of online courses. Following the impacts of the global pandemic, in line with the wider sector, online delivery has become more central to how courses are delivered and more popular in the global market. This trend is set to continue and accordingly the University through its digital strategy and academic curriculum reviews is set to increase provision in this manner. The global market and its needs will form part of this expansion.

Our ambition is to increase TNE provision. Specifically, we will increase the number of students studying at overseas collaborative partners of the University by 2000 students from numbers in 2021/22. In addition, we will increase the number of international students studying online courses at undergraduate or postgraduate levels to 1000 by 2027.

The following objectives will underpin the delivery of this strategic aim:

- STR2(A) We will continue to review parameters on forms of TNE to ensure decisions continue to be made on academic synergy and quality, financial considerations and wider business development opportunities.
- STR2(B) We will relaunch the Global Campus concept that will look to provide a commercially based global access to high-quality educational resources and programs through innovative partnerships with international universities and educational partners.
- STR2(C) We will work with Academic Institutes to identify teaching and research strengths for new partnerships as well as existing partnerships that could be leveraged to deliver additional benefits.
- STR2(D) We will agree and commence five new high-quality partnerships that deliver multiple TNE channels by 2027.
- STR2(E) We will undertake new market analysis of the demand for online programme delivery and work with Academic Institutes to deliver programmes that meet market demand in this area.
- STR2(F) We will work with the University's digital services teams to review and deliver content in a more market driven manner for courses delivered online directly by the Wales Global Academy.
- STR2(G) We will continue to draw upon sector best practice in developing our quality assurance and enhancement systems, thus ensuring that our partnerships are underpinned by robust processes and that appropriate academic standards are maintained.

IMPROVE THE GLOBAL OPPORTUNITIES OFFERED TO STUDENTS AND STAFF

The ability for students and staff to be offered a global opportunity is key. The concept of global citizenship, through the development of multi-national activities and opportunities for our learners, staff and partners is one of our core values.

A global experience is vital for our students at all levels. Study, internship and work abroad opportunities for students is at the core of offering a global education experience alongside a curriculum which considers a variety of global perspectives.

Increasingly, students recognise the value that international experience brings to their employment prospects, and factor such opportunities when choosing a study destination.

We have operated a small number of study abroad and exchange opportunities that have delivered high quality mobility outcomes. These have been traditionally focused on a tightly defined number of subject areas and campus locations.

Through participation in the new UK government Turing scheme and the potential of the new Wales International Learning Exchange scheme our ambition is to secure funding streams to expand opportunities in this area across more subject areas and all campuses.

Whilst the university will look to expand provision for all students it will particularly focus on widening participation students who often face additional barriers to participation in these programmes.

The following objectives will underpin the delivery of this strategic aim:

- STR3(A) We will apply to both the UK Turing Scheme and Wales International Learning Exchange schemes to secure sustained funding for expanded student and staff global mobility.
- STR3(B) We will work with all Academic Institutes to increase the portfolio of global exchange opportunities for students to ensure a wider range of study abroad, student exchange and summer school opportunities.
- STR3 (C) We will ensure the number of widening participation students who participate in global mobility programmes increases.
- STR3 (D) We will undertake a sustained promotion and communications to increase awareness of global mobility opportunities. We will ensure such opportunities are promoted across all campuses in the UK.
- STR3 (E) We will provide full support to students before, during and after their global mobility period covering inter-cultural knowledge and how to reflect on and use the positive impact of global mobility on their future career opportunities.
- STR3(F) We will work with Home marketing teams to promote the global mobility opportunities as part of their recruitment strategies.
- STR3(G) We will work with the Academic Institutes and Human Resource teams to expand opportunities for staff mobility and particularly for academics early in their careers.

GROW OUR GLOBAL VISIBILITY IN INTERNATIONAL MARKETS

The university has operated in a targeted manner in several global markets to date. Whilst this has delivered positive outcomes in terms of recruitment and partnership work the global visibility of the university could be improved.

We need to build a stronger brand awareness and visibility in core global markets. We will work to enhance the reputation of the university through the university's name and the Wales Global Academy. A single approach to name recognition and visibility will aid international student recruitment and partnership collaboration. This work will continue to be targeted to the core international markets for the university but will crucially ensure a focused and single name / brand recognition in those markets.

Work in this area will not only focus on visibility and brand awareness but also on sustained presence in those areas and regions demonstrating a long-term commitment. This will require not only marketing and communications but sustained engagement with key stakeholders and alumni of the university.

The following objectives will underpin work in this area:

- STR4(A) Alongside strategic partners we will open representative offices in core international markets. These offices will be tasked with assistance of marketing and recruitment activities and will report into the A-PVC (Global Engagement).
- STR4(B) We will undertake focused outbound and inbound visits to core markets to build strategic relationships, recruit students and manage student mobility opportunities.
- STR4(C) We will build on and enhance our international marketing, and communications. We will ensure our communications and success stories are communicated effectively and appropriately using approved local eco-systems.
- STR4(D) We will undertake regular reviews of the education and Research policies of our core markets to ensure our programmes remain relevant and aligned.
- STR4(E) We will participate in our core markets for the University's 200 year celebrations.
- STR4(F) We will reinvigorate and establish new Alumni Chapters in our core markets through targeted events and regular communications.

IMPROVE THE INTERNATIONAL STUDENT EXPERIENCE

Delivering a positive experience to all of our global learning community throughout their student journey is implicit in all we do.

Ensuring access to services and information is paramount in developing and maintaining an inclusive environment for our global learning community. It is paramount that students wherever they study and through whatever mode have a positive experience whilst studying with the University. Where this happens, academic experiences are enhanced.

Our ambition is that our global learning community feel they live and study at a global university that is vibrant, responsive, creative and engaging in a space which encourages students and staff to share ideas and perspectives from around the world.

The following objectives will underpin work in this area:

- STR5(A) We will undertake a number of new international student journey mappings from enquiry to alumni to highlight key areas of interaction with university services and processes.
- STR5(B) We will undertake annual surveys with the current global learning community to help refine and redefine our services where needed.
- STR5(C) We will ensure that support for international students throughout their student journey is effective, comprehensive and inter-culturally competent.
- STR5 (D) We will undertake a review of all online materials on the website to ensure they remain accessible and offer to provide a single form of contact within the Wales Global Academy to help signpost our global learning community and staff to the relevant areas of support.
- STR(E) We will work with the university's Provosts to continue to make the campuses look and feel more global through enhancement of visual emblems and culture such as the catering offer, festivals and international days to celebrate our global learning community.
- STR(F) We will undertake a structural review of the use of current systems to ensure changes are made to reflect the needs of the various global learning communities.



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