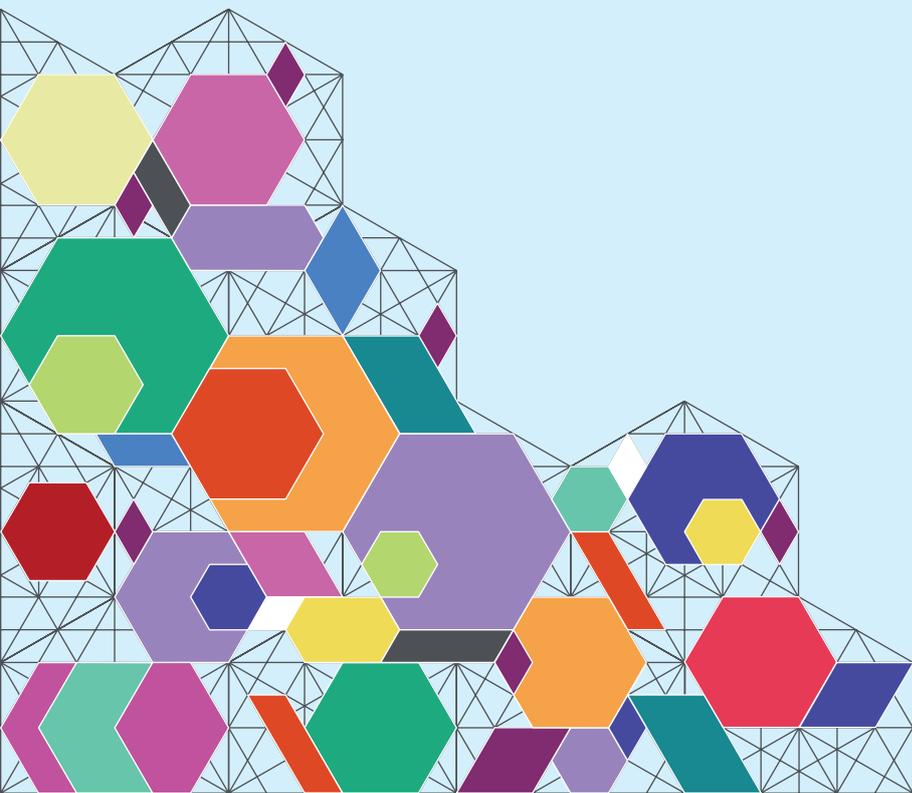


**START
TOMORROW
TODAY**

International Strategy 2017/2018 – 2021/2022



International Strategy 2017/2018 - 2021/22

How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI (ICUHI) on our strategic approaches to International Student Recruitment and Business Development.

The strategy will align with the University of the Highlands and Islands (UHI) International Strategy and staff should make use of this strategy when creating their Operational Plans. In order to achieve our goals, employees across UHI should embrace and help drive the strategy with support from the International Team.

Context

The UHI Strategic Vision and plan 2015-20 articulates that “We want our students to be global citizens. We believe that this enhances their employability and enriches their lives. It is also important to us that the horizons of our staff encompass innovation in their areas of specialism from across the world.”

The ICUHI International Strategy links to all of the University’s strategic aims, as internationalisation can positively impact student life, curriculum, professional practice, organisational development, research and innovation and sustainability.

Recruitment of students outside of the European Union has been minimal to date by both UHI and ICUHI. UHI as a whole had only 1% non-EU students in 2014/15, compared with other “Modern” Scottish Universities who had between 3-12%. (Audit Scotland, Based on SFC HESA individual student records). However, engagement in the Erasmus programme at ICUHI has grown steadily year on year in terms of both student and staff engagement.

Commercial international activity at ICUHI has grown significantly over the past two years, with bespoke short courses developed and delivered for US and Chinese Universities. These have enhanced our international reputation while strengthening our relationship with current participating universities who are actively seeking to broaden our relationship.

Internationalisation

Internationalisation is the practice of incorporating global perspectives and dimensions into the purpose, functions or delivery of education. Our internationalisation ambitions support our own stated purpose in terms of “enriching our Highland communities and having a national and international reach”.

Strategic Goals

Over the period 2017/2018 to 2021/2022, the ICUHI International Strategy will pursue the following strategic goals:

1. Achieve a step change in international income to £610K made up of £460K student fees and £150K commercial, against a baseline of £123K for both.
2. 12-15% full time, degree-seeking international enrolment on specialised courses (currently: Architectural Technology, Civil Engineering, Forest Management, Geography and Oral Health; Optometry and Outdoor Education and Learning from 2019) from a baseline of <1%.
3. Give all students the opportunity to engage internationally; with 3% of full time, degree-seeking ICUHI students studying or interning abroad from a baseline of <1%.
4. 15% conversion rate on full time, degree-seeking international applications
5. Increase our international research and innovation activity to 15% from a baseline of <1%.

Strategic Objectives

In order to reach our strategic goals, a number of strategic objectives must be achieved.

Strategic Objective 1: Prepare ICUHI students for life and work in an increasingly global economy by internationalising the campus and curriculum

We will achieve this by:

- Creating a marketing and communications plan to promote the benefits and importance of an internationalised education upon graduation
- Getting buy-in from management, academics and staff in the advisement and promotion of international initiatives for students
- Ensuring that all ICUHI graduates have the opportunity to engage internationally through coursework, research, volunteer or ambassador work, clubs and/or international mobility
- Confirming that all courses have suitable international mobility options that will allow students to complete course requirements abroad
- Establishing course specific pathways for natural participation in international mobility (e.g. semesters abroad, short-term programmes, work placements)

Strategic Objective 2: Increase the number of international students from new and existing markets to provide an opportunity to diversify our income and decrease reliance upon SFC grant funding

We will achieve this by:

- Responding promptly and personally to international student enquiries and applications to increase the application conversion rate
- Exceeding international student service expectations through personalised application, pre-arrival and induction information and services that are tailored to diverse international student populations and facilitate positive integration
- Establishing a range of progression opportunities in collaboration with the ESOL and Languages Department to meet the needs of specific target markets including pathway programmes, bespoke short-term programmes, summer programmes and general English language courses
- Designing a portfolio of “off the shelf” programmes that can be readily marketed to prospective partners and markets
- Seeking out ways to maximise international resources and establish quality agent relationships

Strategic Objective 3: Create a diverse ICUHI student community to increase the attractiveness of our university to potential students, staff and employers

We will achieve this by:

- Ensuring that all international students have personalised support throughout their student journey to ensure a unparalleled student experience
- Welcoming and responding to international student feedback (mid-term and end-of-term) on provision, pastoral care and programming
- Fostering buy-in across the institution to ensure a welcoming and culturally competent working and learning environment
- Investigating opportunities to develop new, internationally relevant courses in unique models that combine face-to-face and the university's virtual learning environment to meet global academic and employability needs
- Seeking opportunities in markets for short-term, exchange and degree-seeking recruitment to avoid the risk of relying on a single market or model

Strategic Objective 4: Enable staff to broaden their educational and industry sector knowledge and experience through international engagement

We will achieve this by:

- Aligning staff policies and procedures, from hiring through Professional Development Reviews, with the institution’s internationalisation objectives

- Aiming to attract quality, diverse staff who will support the internationalisation objectives and create a multicultural institutional
- Ensuring that staff and departments are educated, engaged and encouraged to participate in international work
- Giving staff the tools and training to advise on international mobility (for staff and students) and instruct and support international students to become personally invested in the internationalisation of their course, department and institution
- Creating a marketing and communications plan to promote the international engagement opportunities for staff (e.g. Erasmus, guest lecturing)

Strategic Objective 5: Expand research excellence and innovation through international collaboration

We will achieve this by:

- Establishing a strategic portfolio of multi-disciplinary and sustainable partnerships for research and innovation
- Building on current, successful partnerships to increase collaboration and engagement
- Utilising global research frameworks and funding opportunities
- Investigating opportunities for transnational education (TNE) and branch campuses
- Building an international component into the development of ICUHI Masters of Research Programmes (e.g. Joint International Masters of Research Programmes)

Strategic Objective 6: Increase the visibility and recognition of the UHI brand domestically and internationally

We will achieve this by:

- Establishing clear and effective UHI-wide communication and information sharing processes to share best practice and pool resources to create more dynamic offerings
- Maximising positive international exposure through established, effective marketing processes
- Developing strategies to exploit relationships with alumni, academics and businesses around the world
- Being proactive in identifying opportunities to share institutional expertise in target markets
- Raising awareness of ICUHI's unique research profile and contributing towards the development of international research collaborations

Action Planning

A one year action plan is underway in support of the above goals, which will be reviewed and updated in November 2018. The Action Plan was produced through a range of externally facilitated meetings and workshops, which included input from representatives from across the management team, key UHI managers and Scottish Development International.

Associated Documents

- Action plan for year one 2017/2018
- PESTLE Analysis
- International Student Recruitment - UHI Review, Consultation and Workplans
- Market Segmentation

Key Performance Indicators

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| KPI |
| Meet international student application targets |
| Meet annual commercial course income targets |
| Increase staff and student outgoing mobility year-on year |
| Increased income from international activity annually |
| Increased quantity and value of international media coverage annually |
| Increased research income annually |

Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

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| Strategic Aim |
| Student Life We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice |
| Curriculum We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region. |
| Professional Practice Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations. |
| Organisational Development As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes. |
| Research and Innovation We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally |
| Sustainability We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks. |