



## UCL's Global Engagement Strategy

London's Global University works with partners to achieve fair solutions to global challenges: Think global, act together.

# UCL's Global Engagement Strategy

## Executive Summary

This Global Engagement Strategy looks at all six Principal Themes of UCL's Strategy 2034 through a global lens. It is designed to increase our global impact.

We are London's Global University – in, of and for London and the wider world. Our mission is to deliver sustainable and globally relevant impact in research, education and enterprise for the benefit of humanity.

We look to generate practical impact, not expand our global footprint.

We will do this through 'partnerships of equivalence', and a small number of strategic 'anchor' partnerships, to co-create mutually beneficial solutions. We will support the internationally collaborative creativity and initiative of our individual academics and faculties.

We are a global university in probably the most global city in the world. We have more international students than any other UK university. Our international recruitment strategy is to maintain market share and increase diversity and quality. We give our students a world class education, integrating UK/EU and international students for the benefit of the whole student body. Our alumni, students and staff are our best ambassadors.

Our Global Engagement Strategy is shaped by a distinctive combination of strategic drivers:

- cultivating our global outlook to offer our students the best possible preparation for global lives and careers
- co-creating wise solutions to global challenges and problems
- increasing independent research capability around the world
- marshalling our expertise in enterprise, innovation and translational research
- strengthening our position as London's Global University by amplifying our achievements and engaging more effectively.

Our founding commitment to fairness gives us a contemporary interest in addressing inequality, including in the global south. We will dismantle the barriers – linguistic, cultural and financial – that inhibit global cooperation in research, education and enterprise. We will encourage cultural curiosity and sensitivity in our diverse community of students, staff, alumni and partners, including through our pedagogy and curricula. We will prioritise activities which multiply the impact of existing UCL initiatives, particularly the Grand Challenges.

This Global Engagement Strategy will support, and be supported by, a fundraising and supporter engagement campaign which will raise the global profile of UCL.

# UCL 2034: Theme Six

Delivering global impact through a network of innovative international activities, collaborations and partnerships: The first five years (2015–20).

## UCL 2034 Vision



...Inspire... transform how the world is understood... knowledge is created and shared and the way global problems are solved.

## UCL 2034 Mission



London's Global University: a diverse intellectual community, engaged with the wider world and committed to changing it for the better; recognised for our radical and critical thinking and its widespread influence; with an outstanding ability to integrate our education, research, innovation and enterprise for the long-term benefit of humanity.

## UCL 2034 Principal Themes



1. "Academic leadership... critical test of a global university"
2. "A global leader... an inspirational student experience"
3. "Addressing global challenges"
4. "...accessible, publicly engaged"
5. "London's Global University"
6. "Delivering Global impact..."

## UCL's Global Engagement Strategy



London's Global University works with partners to achieve fair solutions to global challenges: Think global, act together

## I. Introduction

1.

The starting point for our Global Engagement Strategy is UCL 2034 and the global aspects of its six Principal Themes. We describe ourselves as ‘in, of and for’ both London and the world for four reasons:

- Who we are – our history, values, and belief in fairness and that education changes the world. Reducing inequality and dismantling barriers to quality education is part of our ethos.
- Where we are – the largest and most comprehensive university in London, one of the world’s greatest cities.
- What we do – our research power and educational mission.
- The globalised world we live in and the democratisation of knowledge.

2.

Our approach to global engagement is anchored in the ‘sea’ of academic freedom, creativity and initiative. Strategy must align bottom-up and top-down approaches, and tell a coherent story about the past, present and future, rooted in values.

3.

Strategy is also about making choices. Our Global Engagement Strategy will only have impact if we align our efforts with a limited set of priority actions, concentrating on where we can make the biggest difference. A large, diverse and successful multi-faculty university can have impact on many different issues and places. However we can only have cross-institutional impact on a finite number, while leaving creative space for individual initiative. If we leave everything up to individual initiative, we risk being less than the sum of our excellent parts.

4.

Partnership is at the heart of our Global Engagement Strategy. Our approach to ‘partnerships of equivalence’ – reciprocal relationships of mutual respect – depends on commitment to build trust and to engage for the long term. We identify four types of partnership, not in a hierarchy: fundamental, faculty, institutional and anchor partners. We will have a small, diverse and complementary set of anchor partners. The extent of creative energy expressed through all types of partnership is one measure of a truly global university, as is our internationally open approach to pedagogy, curricula and interdisciplinary area-based study. The challenge is how to co-decide and co-deliver partnership in a way that leaves sustainable impact. We will evaluate transparently our rich options for partnership, including with networks (e.g. the League of European Research Universities), according to our new criteria<sup>1</sup>, and set clear decision points and governance for each type of partnership.

5.

Our choice of partners will be influenced by the fact that the future is urban and so is UCL. Over half the world’s population now live in cities, and this is estimated to increase to 75% by 2050. So our anchor and other partnerships will frequently be linked to other global cities. But there will be room for creative exception.



<sup>1</sup> Set out in ‘Governance Framework for UCL’s Global Partnerships.’

## II. The strategic drivers that shape our global strategy

6.

We looked at the international strategies of 55 leading universities around the world. From the Institute of Education's internationalisation strategy, one element has particular resonance for us, post-merger: the commitment to working with partners to reduce global inequalities through education.

7.

The direction and scope of our Global Engagement Strategy is determined by our distinctive combination of five strategic drivers:

- i. Cultivating our global outlook to offer our students the best possible preparation for global lives and careers
- ii. As a world-class research powerhouse, co-creating wise solutions to enduring and emerging global problems and Grand Challenges
- iii. Increasing global independent research capability
- iv. Marshalling our expertise in enterprise, innovation and interdisciplinary and translational research to deliver long term benefit for society
- v. Strengthening our position as London's Global University by amplifying our achievements and engaging more effectively.

8.

Of these, the most innovative is the third driver. We want to apply our strengths *"in a way that supports the global academy of commons rather than simply advancing the individual aspirations of institutions"* (University of the Witwatersrand Vice Chancellor Adam Habib, 2014). The creative tension between this and the second driver is resolved by viewing diversity as a means of expanding excellence.

We are in the process of co-developing with key partners in the global south a practical approach to strengthening capability, to integrate research and education and increase its impact in developing countries. We will work through locally-led networks wherever possible for maximum integration and impact.

9.

University profiles and brands derive from their history and impact on their nation's development, their star academics and alumni who are influential across the academic, business and government worlds, their world class research, and their distinctive current strengths. UCL has the history, the academic stars and the research power to become a globally recognised brand. Our distinctive strengths are as a multi-faculty, highly interdisciplinary institution, engaged with global challenges, able to deliver translational research, based in a great global city. We can be the best university in London at finding fair solutions to complex problems and challenges.

10.

We do not see the size of our physical global footprint – bricks and campuses – as the way to measure our impact. We want to become known globally for our interdisciplinary expertise, sensitive to the social and environmental impacts of economic growth: we are conscious of our carbon footprint, too, and the tension between that and the beneficial impact of travelling to promote partnership. We want to address global inequalities by the way we work, including through our Institute for Global Prosperity, whose Director, Professor Henrietta Moore, wrote: *"We need some new ideas about what it means to be a team player in an interdependent world"* (*The Guardian*, 1 December 2014).



### III. How to be more global: the critical enablers

11.

A prerequisite is to stay as global as we are: attracting, in critical mass, the best staff and students from across the world. Just under two thirds of our £263m tuition fee income in 2013/14 came from international students (non-UK). Our current international student recruitment strategy is to diversify our markets and to go for quality. We may need to revisit our international student recruitment targets now that we have more postgraduate (PG) than undergraduate (UG) students and as higher education policy and the global economic outlook change.

12.

Five interrelated enablers will help us prioritise and deliver our Global Engagement Strategy:

- i. Intensifying our efforts to recruit excellent and diverse students and enhancing the global nature of our student experience
- ii. Extending our local and global knowledge in order to increase our cultural sensitivity, make us better partners and increase the 'grass roots' relevance of our research, education and enterprise activities
- iii. Facilitating partnership working at institutional and faculty/academic levels
- iv. Supporting our international capacity, competency and skills development
- v. Building our evidence base in order to tell our global story better and expand opportunities for collaboration.

13.

Responsibility for delivery will be agreed and shared across different parts of UCL: we are conducting a review of the best configuration to deliver this Global Engagement Strategy.

14.

Geographical priorities will vary between our four types of partnership, as they do between faculties. In addition to emerging ideas on anchor partners, we have several developing sets of regional priorities (e.g. five countries in Latin America supported by Santander Universities funding; network approaches in Europe and Japan supported by EU and Japanese government funding).

15.

Our five interrelated enablers incorporate the objectives set in UCL 2034 for Theme Six, delivering global impact. One or more of the enablers will help us realise each one, or more, of the five strategic drivers. We have set an objective for each enabler, matched with Priority Actions and measures. The Priority Actions highlight what we will do first to implement this strategy: we will prioritise activities which reinforce existing UCL initiatives, particularly the Grand Challenges. How quickly we are able to move will depend on the degree of buy-in across the university (we are investigating further incentives including promotion criteria) and the level of resource available. These Priority Actions and measures form part of our Implementation Plan, which includes additional actions and measures.



## Objective 1: Intensify our efforts to recruit excellent and diverse UK and international students and enhance the global nature of our student experience

**Priority Actions** Continue to diversify our international student recruitment markets  
Offer international opportunities to a higher proportion of our students

**Measures** Monitor international student market share (7.2% in 2013/14) against Russell Group comparators. Be in the bottom quartile of the Russell Group in terms of reliance on top five recruitment markets by 2020 (between middle and lower quartiles in 2013/14)  
30% of the UG student body will have some study, or experience, abroad as part of their degree programme by 2020, rising to 40% by 2025 from a 2013/14 baseline of 20.5%

## Objective 2: Extend our local and global knowledge

**Priority Actions** Establish a local UCL profile in one or more overseas locations

**Measures** Establish a substantial local profile in at least one overseas location by 2018

## Objective 3: Facilitate partnership working

**Priority Actions** Establish at least three anchor partners  
Intensify UCL's engagement with Europe

**Measures** 3-5 anchor partners agreed by 2020  
Establish three institutional-level partnerships in Europe by 2019

## Objective 4: Develop our international capacity and skills

**Priority Actions** Establish a set of Global Leadership Competencies supported by related training programmes  
Consult on including international activity in academic promotion criteria  
Foster an enhanced culture of collaboration on global engagement across UCL

**Measures** Agree a set of Global Leadership Competencies by September 2017  
Agree new promotion criteria by July 2017  
UCL's 'GES Delivery Forum' set up before September 2017; the Delivery Forum, Vice-Dean International and regional Pro-Vice-Provost networks generate at least three new collaborative activities by January 2018

## Objective 5: Tell our global story better

**Priority Actions** Grow the UCL Summer School  
Develop and implement the Global Engagement Strategic Communications Plan

**Measures** 550 enrolments in summer 2018  
Increase reach and impact of communications in five priority countries, measured by an 'impact score' comprising media audience reach, article visibility and UCL prominence.



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#### IV. Multiplying impact – without increasing our footprint

16.

We multiply our impact through people – our staff, students, alumni and partners – and through enterprise and technologically enhanced innovation. We graduate more than 13,000 students a year.

17.

All universities with ambitions for global impact have ambitious development targets. As UCL's *It's All Academic campaign* gathers momentum, the Global Engagement Strategy will support, and be supported by, our fundraising and supporter engagement activities abroad.

18.

Through cross-disciplinary units like our Global Governance Institute, our research community provides accessible thought leadership to governments, development agencies and policy makers. Our collaboration with international corporations is essential for our ability to conduct translational research to take discovery toward application.

19.

We will harness technologically enhanced innovation in education, building on the expertise and reputation we have acquired through joining with the Institute of

Education, to reach out globally. We will integrate learning through mobile telephones and Wi-Fi internet to maximise access: we want to become known for using technology to make education more open. We intend to accelerate our e-learning, distance and blended learning offering to students in the UK and overseas.

20.

We are committed to maximising our global reach and impact from research through open access outputs, technology advancement, prototyping, licensing and spinout opportunities, social enterprises, public engagement and policy development. International markets for continuous professional development and executive education are being explored by UCL Life Learning and our School of Management Science & Innovation.

21.

Our staff multiply their impact through international consultancy. Generating profit can be consistent with public benefit, such as reducing barriers to high quality education for women, and is re-invested in education and research.



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## V. What success will look like

22.

Developing the global partnerships required for this strategy takes decades but starts now. We are building on UCL's exceptional creativity, innovation and attractiveness to potential partners. In the first five years we will pass the milestones set out in section III, showing that we are travelling with momentum in the right direction. By 2020, all of our activities globally will be clearly aligned with one or more of our five strategic drivers. We will have clear global agendas on research, education and/or enterprise with three anchor partners. We will be acting as more than the sum of our parts in at least three areas of the world, with increased visibility and multiplied impact.





UCL Summer School

# 709

students took part in UCL's Global Citizenship Programme in 2015-16



Jennifer Martin/UCL Great Ormond Street Institute of Child Health



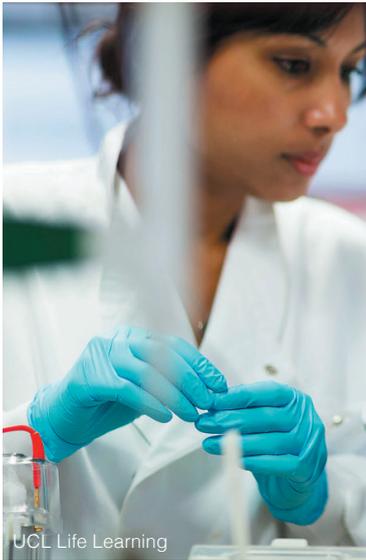
John Hurst/UCL Division of Medicine

More than  
**200,000**  
alumni in 190  
countries around  
the world



UCL Office of the Vice-Provost Development





UCL Life Learning



UCL Grand Challenges/Jacqueline Lau

More than  
**40%**  
 international student body including EU students in 2016-17



UCL Institute of Education



UCLU Malaysian Society

Study abroad agreements with  
**351**  
 universities around the world



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Updated October 2017