



Global Greenwich 2019 - 2024

Introduction

[*Making Greenwich Great – the University of Greenwich Strategic Plan 2017-2022*](#) notes we live in a global age in which education and research span traditional national and international boundaries. Competition for students, ideas and resources is greater than ever before. Greenwich's future, like its past, must mark us out as a beacon in a network of international collaborators. The Global Greenwich strategy and action plan 2019 – 2024 enables us to consolidate and enhance our global presence across all our activities. Over the next five years we will:

- Continue the process of internationalising our academic portfolio with content and delivery modes appropriate for on-campus and distance learning;
- Provide greater access to student and staff exchange options to give international experiences and stimulate further interactions;
- Increase on-campus student numbers and invest in recruitment channels and activities;
- Enhance international transnational education (TNE) partnerships to ensure they deliver both high-quality academic outcomes and financial success; and
- Develop collaborative research with international partners that increases funding and output citation rates

Making Greenwich Great commits the University to increasing the number of international students by a quarter, increasing collaborative research with international partners by a third, and ensuring that the vast majority of our programmes feature meaningful international content by 2022. This strategy and action plan describes how we intend to meet the aims set out in the University Strategic Plan and should be read in conjunction with the [*Academic and Student Experience Strategy 2018-2022*](#) and the [*Research and Enterprise Strategy 2016-2021*](#). Each of the five themes will have a comprehensive action plan - progress towards meeting the strategic themes will be monitored on a quarterly basis by the *Global Greenwich* group, which will provide an annual report to the Academic Council of the University.

C.Bustin

March 2019

Theme 1 – Academic Portfolio

What will we do?

Continue the process of internationalising our academic portfolio with content and delivery modes appropriate for on-campus and distance learning

How will we do it?

Theme Champion – University Director of Learning and Teaching	Responsibility
1.1 Embed intercultural competencies within the curriculum as part of the Greenwich Graduate Attributes	Directors of Learning and Teaching
1.2 Ensure all case studies used within the curriculum have international validity where appropriate	Directors of Learning and Teaching
1.3 Encourage academic staff to develop their own international engagement by spending time at international institutions, where this supports Faculty Internationalisation Plans	Directors of Partnerships and Internationalisation
1.4 Launch a portfolio of attractive online programmes which enhance our global reach	Deputy Vice Chancellor (Academic)

How will we know if we are successful?

We will have succeeded if the vast majority (85%) of our programmes feature meaningful international content.

Theme 2 – Global Mobility

What will we do?

Provide greater access to student and staff exchange options to give international experiences and stimulate further interactions

How will we do it?

Theme Champion – Pro Vice Chancellor International	Responsibility
2.1 Increase donations from alumni and corporations to support short-term outbound student mobility	Head of Alumni and Development
2.2 Develop University funding plan to support mobility in the event that Erasmus+ support ceases	Head of International
2.3 Increase high-quality destinations for short-term outbound student mobility	Head of International
2.4 Develop portfolio of international work experience options with overseas companies	Head of Employability & Careers
2.5 Increase the number of 15 credit modules across all faculties to attract incoming mobility students and to facilitate single term exchange opportunities for outgoing students	Directors of Learning and Teaching
2.6 Increase the levels of accreditation to improve attractiveness to potential global mobility partners	Faculties

How will we know if we are successful?

We will have succeeded if all students are offered an international experience as part of their degree

Theme 3 – Student Recruitment

What will we do?

Increase on-campus student numbers and invest in recruitment channels and activities

How will we do it?

Theme Champion – Head of International	Responsibility
3.1 Develop a significantly increased number of recruitment pathway agreements to deliver students in to UG and PGT programmes	Head of International
3.2 Develop a portfolio of joint/dual/double Masters and PhD programmes with high-quality overseas institutions	Directors of Partnerships and Internationalisation
3.3 Increase the number of sponsorship agreements, ensure recognition in key markets and by appropriate Ministries	Head of International

3.4 Reduce the reliance on key recruitment markets and increase the share of students studying non-Business programmes	Head of International
3.5 Ensure the international students have the opportunity to succeed through the provision of excellent student support and experience (as measured by the International Student Barometer Survey), allied with realistic recruitment thresholds.	Directors of Partnerships and Internationalisation

How will we know if we are successful?

We will have succeeded if international new student enrolments on campus have increased by 25% and show a level of performance comparable to on-campus students as a whole

Theme 4 – Transnational Education

What will we do?

Enhance international transnational education (TNE) partnerships to ensure they deliver both high-quality academic outcomes and financial success

How will we do it?

Theme Champion – Pro Vice Chancellor International	Responsibility
4.1 Continue critical review of existing partnerships and their impact on academic outcomes and financial performance	Head of International
4.2 Identify 2-3 existing or new partners which have a high potential for significant growth across all faculties, and implement business development plans with all existing partners	Directors of Partnerships and Internationalisation / Head of International
4.3 Implement process to allow the University to benchmark the margin contribution for each partner	Assistant Directors of Finance
4.4 Develop Quality Improvement Plans for each existing partner	Directors of Partnerships and Internationalisation
4.5 Implement a single University system for TNE partner management	Head of International

How will we know if we are successful?



We will have succeeded if degree outcomes are close to those for on-campus students without any partnerships showing significantly worse performance and if each TNE partnership has a margin of 35% or greater

Theme 5 – Research

What will we do?

Develop collaborative research with international partners that increases funding and output citation rates

How will we do it?

The University of Greenwich has a tradition of research and enterprise that is driven by a clear and direct focus on its benefit to society. Cutting-edge work and facilities have attracted partners from over 50 countries including international agencies, government departments and global corporations. Typically, 50% of our research output is co-authored with an international partner. In addition, the strength and breadth of our research and enterprise activities also significantly enrich the value of our educational programmes. The University is the recipient of numerous awards that reflect the impact of its work.

The Research and Enterprise Strategy encourages all academics to undertake high quality research and enterprise that is driven by its beneficial impact in society, extends the global reach of our reputation, strengthens our local roots in the region and enriches the contents of our educational programmes. A nurturing environment exists across the University designed to support academics in their research and enterprise endeavours, whatever its characteristic.

For a comprehensive action plan on developing international research, please see the [Research and Enterprise Strategy 2016-2021](#)

How will we know if we are successful?

We will have succeeded if we have increased collaborative research funding and output citations by one-third



Appendix - Context

What makes Greenwich great?

Outstanding students with limitless potential: we specialise in providing leverage to our diverse student body, many of whom are drawn from the local community and are first-generation undergraduate students. Our graduates are highly sought after in a 21st century professional world that demands employees of high academic calibre who are self-sufficient, enterprising and savvy.

Exceptional staff: at Greenwich, we know that to create graduates of high academic distinction and to produce ground-breaking research that tackles the most pressing global problems, we must nurture our colleagues and provide an intellectual environment in which all can flourish. We are determined to build on the foundations already laid to create a university which is competitive in opportunity.

Transformative teaching: our academic portfolio is distinguished by the high proportion of advanced professionally-accredited subjects, including accountancy, architecture, chemistry, computer science education, engineering, law, marketing, nursing, pharmacy, psychology and social work. Our teaching



is recognised by the sector as being outstanding in these important areas and is changing the way people view the world and operate within it.

Life-changing research: all areas of the university produce high-impact research outcomes that provide new understanding and insight to a number of challenging global issues, bringing a vitality and relevance to our teaching. We have exceptional teams in the areas of natural resources and computational modelling.

An inspiring learning environment: the university is based on three historically rich campuses: the Old Royal Naval College, Greenwich, a World Heritage Site; Avery Hill, Eltham, comprised of beautiful 19th- and 20th-century buildings listed by English Heritage; and Medway at Chatham, a splendid Edwardian redbrick campus dating back to 1903. The rich heritage of these buildings, combined with the significant investment in high-tech learning and research facilities, provides an environment which stimulates enquiry, celebrates scientific endeavour, and promotes wellbeing.

Great progress at Greenwich

The Global Greenwich Strategy 2014-2019 set ten key performance indicators to support the overall University Strategic Plan. Many of these KPIs have been met or exceeded:

KPI 1: Sustainable growth in international and EU student recruitment

Despite an intensely competitive student recruitment environment, non-UK enrolments have remained steady compared to 2014, with significant increases over the past two years. We have continually invested in our marketing and recruitment activities to ensure future financial sustainability for the university.

KPI 2: Improve on-campus international students' propensity to recommend the University of Greenwich

Whilst there has been no significant movement in the recommendation score from international students, the gap between our recommendation score and the University Alliance benchmark has closed over the past five years.

KPI 3: Improve international collaborations students' satisfaction (University Student Survey)



Overall student satisfaction at international collaboration partners has declined by 1% over the past five years, although the satisfaction at PG level has increased. Over the past two years we have placed increased importance of student satisfaction during the annual institutional review and quinquennial review processes.

KPI 4: Number of partnerships across the university (TNE and articulation partners)

We have rationalised the number of partnerships to reduce the number of partners with low student numbers, whilst increasing the number of multi-faculty partnerships. We continue to be a UK leader in the provision of offshore education.

KPI 5: Sustainable growth in TNE provision (Students Studying Wholly Overseas)

Whilst FTE heads have declined over the past five years, revenue from TNE activities has been maintained due to a more effective pricing strategy. We continue to work closely with our overseas partners to develop effective marketing and student recruitment plans ensuring an appropriate return on investment.

KPI 6: To significantly increase the number of staff and students undertaking global mobility activities

Outbound student mobility has almost trebled over the past five years, whilst staff mobility has more than doubled. The University was highlighted as an institution with best practice by Universities UK International for our work in widening participation in mobility through our innovative partnership with Santander.

KPI 7: To significantly increase Study Abroad recruitment to the University of Greenwich

The number of incoming Study Abroad students has increased by 84% over the past five years. In 2017 we launched a wide-ranging incoming study abroad scheme for students from our partner universities in China (the China One-Term Study Project). This will have long-term benefits in increasing the English Language levels of students returning to the University for top-up degree programmes.

KPI 8: To increase the level of value to the University of bids won from international sources



Research income from international sources has increased by 63% over the past five years. We have encouraged staff engagement on project development, funding mechanisms and international project management.

KPI 9: To increase the number of publications arising from international collaborations

The number of publications arising from international collaborations has increased by 49% over the past five years. We have strengthened our international reputation and research excellence by enlarging networks and encouraging more supranational dialogue between researchers.

KPI 10: To increase the number of active international alumni chapters

The number of active international alumni chapters has remained static over the past five years, although individual engagement from international alumni has increased. The University has increased the frequency of attendance at overseas graduations, and has embedded alumni events in the majority of our overseas events.