

INSTITUTE OF EDUCATION
University of London

INTERNATIONAL STRATEGY 2007–12

Preamble

For over 100 years the Institute of Education has been a leader in the training and education of teachers and other education professionals from outside the UK. Over the same period, we have made important contributions to the development of educational systems, policy and practice in many countries.

The global education environment has changed considerably since the Institute of Education last set out its International Strategy three years ago. We intend to continue our development as a truly international institution, so as to be ranked as the best Graduate School in Education and Social Sciences, attracting the best staff and students and giving them the best educational experience.

As a result of our acknowledged expertise and involvement internationally, we have made a significant impact across the world through partnership with governments, educational institutions and other organisations. We are conscious that the leading position we hold in the university sector in the field of education raises issues about our responsibilities both to the sector and to the wider world. Therefore we are expanding and developing our portfolio of courses to reach out to new kinds of professionals both within the UK and internationally.

The extent and range of our academic partnerships with international universities strengthen our engagement with scholarship across the world. These contacts lead to numerous and significant scholarship, exchanges, conferences, networks and events that reflect our global reputation. We continue our active participation in collaborations with other institutions within the UK and abroad that lead to mutually beneficial developments in teaching, research, scholarship and consultancy.

As a result of the commitment to refocus our international energy and to extend our global reach that is expressed in the Corporate Strategy for 2007 – 12, the International Strategy of the Institute of Education has been revisited and reviewed. The new International Strategy is the response to the relevant challenges identified in the Corporate Strategy (page 4), and it will play a key role in achieving the Strategic Priorities listed on page 8. Following an Institute-wide consultation exercise the revised Strategy has been designed for the next 5 years to run alongside the Corporate Strategy.

Aim

During the period of this Strategy we intend to consolidate and develop the Institute of Education as a vibrant, cosmopolitan institution, with an integrated academic and research community having due respect for human rights. We will be active across the world, within the context of acceptable risk, and fulfil our responsibilities towards the wider academic community and society (Corporate Strategy 2007).

Key objectives:

1. To develop research and scholarship that has a global perspective and impact.
2. To actively seek collaborative partnerships with leading institutions in other countries, including the developing world, and international agencies in order to develop our research and teaching programmes, and our consultancy work in an international context and with a commitment to the Millennium Development Goals.
3. To work in positive partnership with developing countries, especially their universities, to find solutions to pressing problems, especially poverty reduction.
4. To encourage further an international orientation of all our staff assessed on a five year perspective.
5. To continue to expand the range and number of countries from which we recruit students.
6. To develop curricula and teaching that is relevant to the needs of the global student body.
7. To continue to develop an international network of alumni and contacts.
8. The Library will continue to improve its international coverage.

The objectives above will be achieved through implementation plans that themselves will be subject to regular review. The success of those plans will be measured against the Key Outcomes.

Key Outcomes

All staff at the Institute will be encouraged to think and work with an international perspective. This will apply to every aspect of the Institute's activities including interactions with students, research, teaching, consultancy and external contacts. This will produce an environment in which everyone will work effectively in an international context.

More staff will be recruited on an international basis, including an international perspective and the ability to work in other languages.

Positive relationships with key countries, identified by their relevance to differing activities, will be fostered through active collaboration and links generated by the relevant staff.

Staff and student exchange schemes will be initiated, as appropriate and relevant, so that more of our community benefits from participation in the global community.

The curricula we offer, the pedagogical environment and the broader student experience internationally will become accessible to the whole student body, so that UK students as well as international students will see themselves as global students.

Our curricula will be developed to ensure that all students see themselves as global citizens.

There will be an increase in the opportunities we offer for transnational learning experiences through distance and blended learning.

Our scholarship programmes will be developed and enhanced.

We will ensure that all students, including international students, are adequately supported in their studies, with a pedagogy which enables them to realise their full potential.

Where appropriate and relevant invitations will be extended to eminent scholars from abroad.

Indicators of success

By 2012, the Institute of Education will have:

- an enhanced reputation internationally,
- increased international research profile,
- a programme of major international conferences,
- an enhanced income from consultancy and similar activities,
- an increase in the number and academic quality of applicants for its courses from a wider range of countries than presently enjoyed.
- teaching and courses that reflect the broad international dimension of the Institute.

Outline Plans for the Implementation of the International Strategy 2007 – 12

This document contains the current plans for the implementation of the International Strategy 2007 - 12 agreed by Senate. Its contents are neither definitive nor static. Throughout the period of the Strategy these plans will be subject to revision and updating. This is a continuing process that will result from wide consultation and discussion, therefore all opinions and contributions are welcomed.

These implementation plans will be subject to major review annually.

Objective 1:

To develop research and scholarship that has a global perspective.

- 1.1 The Institute will continue to develop its scheme for “World Scholars” (Corporate Strategy p.10). The Directorate will be supported in this by the International Office. The Centenary Scholarship programme will be a central resource for the support of international students.
- 1.2 Major international conferences will be supported. The International Office will work with Faculty International Coordinators and the Marketing and Development Office to identify resources to support selected conferences, and particularly to secure external sponsorship. One major aim will be to encourage all staff, and especially those more senior, to enhance the global context of their research.
- 1.3 The Assistant Director (Research, Consultancy and Knowledge Transfer), the Dean of the Doctoral School, Faculty Heads and International Coordinators will encourage research proposals from academic staff that are global, cross-national and international in character.
- 1.4 The Faculty International Coordinators will coordinate the development of their Faculty’s international strategy and oversee the implementation of the Institute’s policy in this area. These will be reported to Senate through the International Committee.
- 1.5 The International Office will work with the Assistant Director (Research, Consultancy and Knowledge Transfer), the Dean of the Doctoral School and the Faculties through their International Coordinators and Directors of Research, Consultancy and Knowledge Transfer to determine the current capacity for expansion of international activities.
- 1.6 The International Office will seek to develop innovative ways for the expansion of the capacity determined in paragraph 1.5.
- 1.7 In pursuing these objectives, the principles given and advice offered in the guidelines for institutional agreements and for cooperative bids will be followed.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced reputation internationally,
- b) increased international research profile

- c) a programme of major international conferences,
- d) an enhanced income from research, consultancy and similar activities.

Objective 2:

To actively seek collaborative partnerships with leading institutions in other countries, including the developing world, in order to develop our research and teaching programmes, and our consultancy work in an international context.

- 2.1 In consultation with the Assistant Director (Research, Consultancy and Knowledge Transfer), the Assistant Director (Learning, Teaching and International), the Dean of the Doctoral School and the Faculties through the International Coordinators and Directors of Research, the International Office will seek new opportunities for developing international links (including within the European Union), collaborative degrees, research alliances and consultancies. When evaluating proposals due consideration will be given to the calibre of the proposed partners and academic interests of the institutions concerned. All relevant sources of information will be used in such assessments.
- 2.2 The Assistant Director (Research, Consultancy and Knowledge Transfer) and members of the International Office will implement the commitment to “invest more resource in promoting research projects that are specifically cross-national ...” (Corporate Strategy p.10). This will be achieved by responding positively to initiatives received, actively seeking academic staff members who could participate and promoting leadership capacity.
- 2.3 New procedures for responding to such initiatives (paragraph 2.2) will be established by the International Office. Rapid decision making will be encouraged and on-going communication maintained with the potential overseas partner.
- 2.4 The International Office will promote the existence of the budget established to “pump-prime” international consultancy and income generation activities (Corporate Strategy p.11).
- 2.5 Existing expertise within the International Office will be used to provide support and encouragement to academic staff members in developing their capacities for international consultancy. Training programmes in this area will be developed.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced reputation internationally,
- b) increased international research profile,
- c) an enhanced income from consultancy and similar activities.

Objective 3:

To work in collaboration with developing countries to find solutions to pressing problems.

- 3.1 The Institute will continue to support the London International Development Centre and encourage its progress towards being an international leader in beneficial collaboration with other countries, particularly those of the developing world, with particular awareness of the Millennium Development Goals.
- 3.2 In partnership with the countries identified in paragraph 3.1, Faculty International Coordinators and Directors of Research will encourage the development of courses and projects that contribute to the solution of their problems.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced reputation internationally,
- b) an enhanced income from consultancy and similar activities.

Objective 4:

To encourage further an international orientation of all our staff.

- 4.1 The Senior Management Team of the Institute will implement a policy that encourages the appointment of academic staff who have international experience, and the development of all staff to have an international perspective and the ability to work in other languages.
- 4.2 The International Office, in association with the Assistant Director (Learning, Teaching and International) and the Head of Staff Development (Human Resources), will promote an attitude of cultural sensitivity among all staff in their dealings with international students.
- 4.3 The Assistant Director (Learning, Teaching and International) and the relevant Senate Committees will encourage academic staff to offer relevant new courses and modify existing courses to make them more appropriate to the needs of all students whatever their national or cultural background.
- 4.4 Staff will be encouraged to attend international conferences and where possible supported to do so.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced reputation internationally,
- b) increased international research profile,
- c) an enhanced income from research, consultancy and similar activities,
- d) an increase in the number and academic quality of applicants for its courses from a wider range of countries than presently enjoyed,
- e) teaching and courses that reflect the broad international dimension of the Institute.

Objective 5:

To continue to expand the range and number of countries from which we recruit students.

- 5.1 The Assistant Director (Learning, Teaching and International) and the International Office will develop the role of the Country Ambassadors and Country Champions to implement the strategy of international development outlined above.
- 5.2 The International Office will initiate a wide-ranging review of its role and activities in the context of the Corporate and International Strategies. It will revise its aims and objectives accordingly.
- 5.3 The skill requirements and key tasks of the International Office will be identified. The resources currently available to it will be reviewed to ensure that they are suitable to its role.
- 5.4 The number, quality and range of countries targeted in promotion and recruitment will be critically examined. Factors considered will include the countries from which most students are recruited currently, the need to recruit from the widest possible range of countries throughout the world, and the policy on agents.
- 5.5 A list of target countries will be prepared having regard for paragraph 5.4 and the resources available for the activity.
- 5.6 With the assistance of all relevant sections of the Institute, the International Office will work to increase the number and quality of student applications from which Departments make their selections.
- 5.7 The International Office will critically evaluate the value for money return received from membership of the British Council's Education UK, their Country Partnerships, and our use of Hotcourses and Hobsons.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced income from research, consultancy and similar activities,
- b) an increase in the number and academic quality of applicants for its courses from a wider range of countries than presently enjoyed.

Objective 6:

To develop curricula and teaching that is relevant to the needs of the global student body.

- 6.1 The Assistant Director (Learning, Teaching and International) will initiate a review of the learning experience offered to students and its relevance to the needs of the full range of student groups.
- 6.2 The Faculty International Co-ordinators and the Directors of Learning and Teaching will work to promote and encourage discussion of internationalisation both within faculties and across the Institution.
- 6.3 The Assistant Director (Learning, Teaching and International) in conjunction with Staff Development will support innovations in internationalisation of the curriculum and pedagogy.

- 6.4 The Assistant Director (Learning, Teaching and International) in collaboration with the Faculty Directors of Learning and Teaching and the International Office will encourage an increase in student exchanges within the context of the Erasmus Programme.
- 6.5 The Institute will endeavour to develop all its students as global citizens. To this end, the Assistant Director (Learning, Teaching and International) will launch an Institute-wide debate to explore how this is to be understood and achieved.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced reputation internationally,
- b) an increase in the number and academic quality of applicants for its courses from a wider range of countries than presently enjoyed,
- c) teaching and courses that reflect the broad international dimension of the Institute.

Objective 7:

To develop an international network of alumni and contacts.

- 7.1 The Institute recognises the importance of the alumni to its future and of maintaining contact with them.
- 7.2 The Alumni Office (Marketing and Development Unit), in collaboration with Faculty International Coordinators and the International Office, will be supported in its work to encourage all students to become active members of the Alumni Association.
- 7.3 The existing alumni organisation, including the work of the International Alumni Ambassadors, will be developed by the Alumni Office to ensure that the Institute receives the maximum benefit from the resources given to it.
- 7.4 In collaboration with the Alumni Office the International Office will develop mechanisms for using the knowledge and expertise of alumni in its recruitment activities.

These activities will contribute to the Indicators of Success listed in the International Strategy 2007 – 12, specifically:

- a) an enhanced reputation internationally,
- b) increased international research profile,
- c) an enhanced income from consultancy and similar activities,
- d) an increase in the number and academic quality of applicants for its courses.