

## **Growing Global: A Global Strategy for Exeter 2018 - 2022**

Exeter aspires to be a sustainable Global 100 institution by realising its aims to be a global research leader and an institution which creates graduates of distinction. Integral to an institution of this quality is a global culture; a dynamic global community of students, staff and alumni involved in the discovery, creation and sharing of new knowledge which has impact that reaches across the world.

The purpose of the Global Strategy is to broaden excellence across our research and education portfolios by facilitating the global aims and ambitions set out within the Corporate Strategy '*Making the Exceptional Happen*', and its sovereign and supporting strategies including Education, Research and Impact and Business Engagement. The success of these strategies will depend in part upon how global we are as an institution. The rationale for establishing ourselves as a top global institution is clear:

- To excel in a global workplace our students need an internationally excellent education informed by experiences and perspectives from around the world;
- The context for global student recruitment is that of a highly competitive marketplace both within the UK and across the globe;
- The discovery of new knowledge and its translation into excellent education, research and impact requires us to attract the brightest and best staff from around the world.
- Research excellence is intrinsically linked to international collaborations, where the most highly cited work is international (papers with authors from more than one country achieve 50% more citations).<sup>1</sup>
- Our ability to tap into international research and industry<sup>2</sup> resources will become increasingly important as these sources become more concentrated nationally;

The Global Strategy is a holistic strategy designed to unify, add impetus and scale to our global activities to better support the efficient achievement of our university objectives, and to support our overarching research and education aspirations. Growing our global excellence is a highly interconnected eco-system which this Global Strategy seeks to cultivate. For example, developing global partnerships enables objectives within the Education, Research and Impact and Business Engagement strategies to be realised whilst also growing our reputation. Developing our global reputation encourages student and staff recruitment from around the world and an internationally diverse student and staff population makes for global student and staff experiences. Similarly, the development of *Global Vision 2050* within the Research and Impact Strategy, has connections across all pillars of the Global Strategy and supports a broad range of global objectives; from helping to embed a global outlook across our academic staff community, through to improving global reputation by developing world leading research partnerships leading to enhanced citation indices.

Through establishing a Global Strategy rather than an international strategy we are reflecting our ambition for two way engagement across the world to drive forward research and education. Traditionally defined geographical boundaries are shifting. During the period of this strategy the UK will exit the European Union and the online and digital revolution of education

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<sup>1</sup> Jonathan Adams, The fourth Age of Research, Nature May 2013

<sup>2</sup> We use industry throughout this strategy to refer to all non-research council funding including business and industry, third sector, government and public sector agencies, NGOs and other sources

will continue. Therefore this strategy takes a worldwide view, focusing on ensuring all activities have a global dimension.

#### *A. Global Partnerships*

Global Partnerships with leading academics, institutions, public and third sector bodies as well as industry partners are vital to our future research and education excellence and impact. Building new, and strengthening existing relationships ensures we can offer students a more global education through opportunities like study abroad, internships and research opportunities.

Partnerships with a range of HE, business and industry partners, sponsors and government organisations enables the delivery of excellent research by providing opportunities to collaborate, enhancing our reputation through improved citation indices and greater grant income. Partnerships offer our postgraduate research students unique opportunities to study with more than one institution combining the excellence and experience of academic leaders around the world. Partnership activity should therefore facilitate the ambitions of the Research and Impact Strategy, the Global Vision 2050 project to enhance our interdisciplinary research and our competitiveness as part of strategic funding streams such as the Global Challenges Research Fund.

#### *B. Global Reputation*

An improvement in our global reputation is a key but often implicit factor in our activities. Our global reputation is a significant contributor to achieving sustainable Global 100 status. The THE World University Rankings and the QS World Rankings include as key criteria academic and employer reputation. Exeter already punches above its weight in terms of research citations. Growth in citations and proportion of highly cited research as targeted by the Research and Impact Strategy will also continue to enhance our global reputation. Given the UK's exit from the EU we must be able to counter any negative reputational effects, and further, seek to expand our existing partnerships. Clear and consistent messaging around Exeter's key strengths will be a crucial aspect to underpinning improvements in our Global Reputation.

#### *C. Global Student Recruitment*

A diverse student community is fundamental to an internationally excellent student experience and global education. A university campus and online community should be a vibrant, creative and engaging space that reflects a blend of ideas from around the world where students can share and learn from different perspectives. Global student recruitment means ensuring diverse recruitment of students from the UK, Europe and the rest of the world at all levels of study. Everyone within the university community has a part to play in ensuring that Exeter is recognised worldwide for our internationally excellent education and student experience.

#### *D. Global Experiences*

To achieve our ambitions we must develop a global culture that permeates the student and staff experience at Exeter, where different perspectives are welcomed and diversity celebrated. A global experience at Exeter is critical to support our aim for Exeter graduates at all levels (UG, PGT and PGR) to leave with a commitment to actively engage in society, an understanding of the cultures and view of others and a desire to further the common good. A

global experience will enable Exeter graduates to excel in an increasingly global workplace whether in the UK or overseas. Study, internship and work abroad opportunities for our students are fundamental to offering a global education experience alongside a curriculum which considers a wide variety of global perspectives.

The achievement of our corporate objectives will be furthered by a diverse staff base, based on truly international campuses, who can articulate global perspectives and who are recognised and celebrated for doing so.

*E. Global Advancement*

Our research and educational activities have a global reach and we are fortunate to have a global network of stakeholders, generous supporters and alumni. Continuing to work with our supporters will enable us to capitalise upon our growing global reach through our alumni community, and to maximise philanthropic opportunities. This will play a significant role in supporting us to achieve our global aims.