

Ollscoil Chathair
Bhaile Átha Cliath
Dublin City University



DCU Strategic Plan 2017 - 2022 Talent, Discovery and Transformation

Constituent Strategy Internationalisation



Introduction

Internationalisation within higher education should be viewed as a methodology which prepares our students and alumni, through intercultural understanding, to be competent to undertake complex international assignments. As international relations become increasingly complex and dynamic, future economic competitiveness and social development will become progressively more dependent on an ability to deploy diverse and prolific international networks. At Dublin City University, Internationalisation is viewed as not only enhancing the employability and standing of our graduates and alumni, but as a way of embellishing the reputation and standing of the institution while ensuring as diverse a network of global connections as necessary are mobilised and available to deliver on our strategic ambitions.

The DCU Strategy, 'Talent, Discovery, and Transformation', in keeping with its predecessor, 'Transforming Lives and Societies,' and Irish national policy, are unambiguous in their commitment to Internationalisation. This diverse subject is difficult to delineate, as it must operate on 'a whole of university basis' and across the three pillars of Higher Education, namely, Learning and Teaching; Research and Innovation; and External Engagement.

The development of this Internationalisation strategy reaffirms and builds upon the activities that have already commenced across the University and acknowledges the prior success

of all those involved in international activities including 'non-EU' student recruitment, international partnerships and research collaborations etc. since the foundation of the University.

Dublin City University's Strategic Plan makes an ambitious commitment to Internationalisation. The University remains committed to global engagement through the formation of sustainable alliances with strategic global partners "in leveraging complementary expertise and in stimulating collaborative projects of mutual benefit". This strategic intent should not be misinterpreted as confined to the international student cohort alone, being mindful of the evidence for negative reputational impact caused by an overemphasis on solely enhancing projected revenues through increased international student recruitment. This strategic span ranges from the establishment of new non-exchequer revenue streams to assist the delivery of the University's strategic ambitions through to 'pro-bono' contributions in support of the developing world and global mega-challenges.

Internationalisation is vitally important for our reputation, standing and future sustainability as an institution in order to meet our strategic ambition(s). Internationalisation can be viewed as taking place in two distinct domains, namely at home and abroad, the development of both is important.

To enhance our global position, a meaningful commitment is needed across the University in the delivery of six key strategic objectives to:

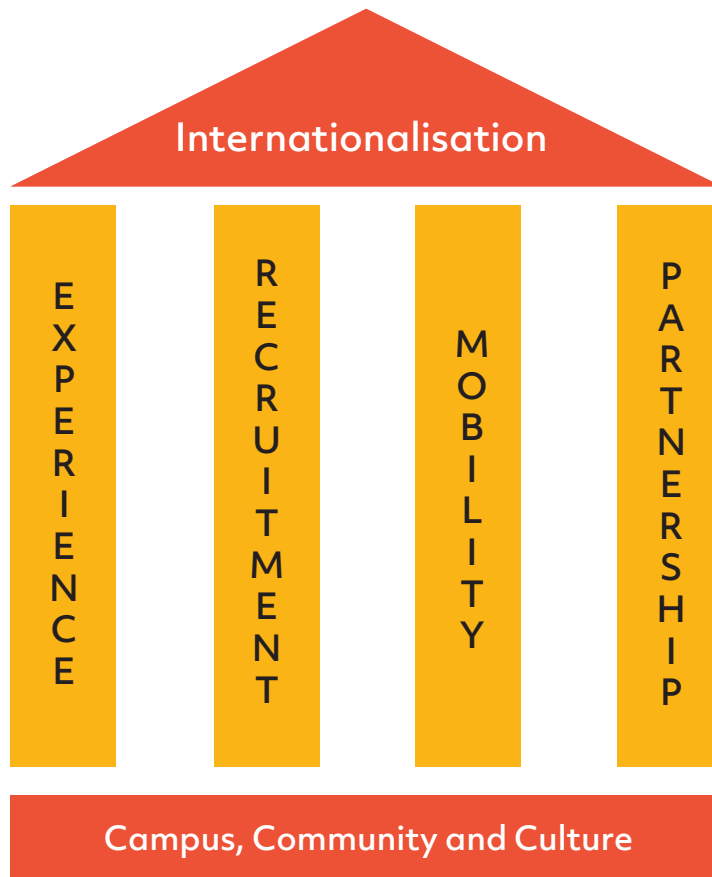
- i) become renowned as a vibrant, pluralist, multicultural, campus community
- ii) deepen and enhance our strategic alliances and partnerships
- iii) create a broad, diverse revenue base while managing compliance and risk
- iv) boost the bi-directional mobility of our campus community
- v) augment our curriculum with an international, intercultural character
- vi) contribute to international development and the resolution of global problems

In keeping with DCU's ambition and vision "to develop a global university", as outlined in Talent, Discovery and Transformation, the internationalisation strategy aims to increase our international presence across a wide range of activities and to ensure our positive reputation can be promoted to further our strategic ambitions and develop novel revenue streams from identified markets. This strategy outlines how DCU will strategically mobilise and deploy its resources and attention on a 'whole of university basis' to internationalise the University in both domains, namely:

- Internationalisation at home, e.g. recruitment of international academic staff and students, internationalisation of the curriculum etc.
- Internationalisation overseas, e.g. potential overseas campuses or joint-ventures etc. including Transnational Education (TNE), e.g. delivery of our curriculum abroad through a small number of strategic partners.

This strategy will be constructed around four key pillars supported by three foundational horizontal elements. The pillars of Internationalisation called out in this strategy are, Partnerships, Recruitment, Mobility and Experience which are developed in conjunction with the three horizontal elements, Campus, Curriculum and Community.

DCU - Internationalisation



Central to this process is the imperative to augment the University's international profile and promote its reputation for excellence in research and education. This relates to positioning and ranking, including perceptions of both of these facets by other leading universities around the world, through the identification and communication of the university's key strengths and capabilities. Therefore, the coordination and dissemination of DCU's core values and expertise is critical. As well as utilising a range of international media platforms, including digital media, our staff and students will be supported to become more effective ambassadors of the wider university.

This strategy will be progressed through a greater coordination and targeting of such activities within defined markets; exploration of further potential partnerships including with private educational providers and through the establishment of deeper relationships with a small number of key partners.

This strategy is a constituent strategy of the Dublin City University Strategic Plan 2017 -2022, 'Talent, Discovery, and Transformation'. As such, it integrates with the individual faculty strategies, the Teaching and Learning; Research and Innovation; External Engagement and Student Experience strategies. Together they form a comprehensive set of mission driven interventions which will support, deepen and enhance the international ethos of Dublin City University during the lifetime of this Strategic Plan.

This strategy document must be interpreted in conjunction with the Internationalisation Operational plan (2017 – 2027), which outlines specific recruitment targets by region, by faculty and aims to grow the international student cohort to 12% and 18% of the total student cohort, by 2022 and 2027 respectively. While also growing the international student cohort studying for full degrees, to 4% and 10% of the total student cohort, over the same five and ten year horizon.

Constituent Strategy Goals

DCU Strategic Goal	Action	Success Measured by:
Establish a cross-university Internationalisation Plan	Enhancing Internationalisation across the University landscape	
	Establish a University level Internationalisation oversight group	Group established and ToR in place
	Initiate academic-led cross University regional strategy groups	Chairs selected, groups operational
	Agreed University plan of student numbers and income over five and ten year timeframes	2022 – 12% Intl ; €12m Income 2027 - 18% Intl; €24m Income
	Faculty level operational plans across five and ten year horizons and four pillars of Internationalisation	Ops plan in place and KPIs tracked
Trans-National Education (TNE)	Strengthening the Trans-National Education Profile	
	Identify potential TNE partners and explore their fit with DCU and their viability in conjunction with faculties	The number of international locations
	Deliver DCU degree programmes via two TNE partners from 2020 onwards	The number of programmes
	Deliver programmes in three different regions by 2022	The number of regions
	All faculties have engaged in at least one TNE provision during this strategic planning period.	The number of faculties involved The number of students registered versus plan
Global Experience and Citizenship	Enhancing Internationalisation Opportunities across our taught programmes	
	Review of academic offerings at programme level, with each programme audited for the opportunities for DCU Student to have an appropriate on-line or ‘face to face’ international learning experience	Increase in programmes with international curricular and or cultural elements Increase in students availing of international experience
	Each degree programme will be reviewed for the internationalisation of its curriculum using both discipline-specific and cross university criteria. Plans for improved and deepened internationalisation will be developed, where appropriate	
	A DCU Language strategy will be adopted which will include (i) a framework by which the university can address the objectives of the Irish Government’s 2018 Foreign Languages Strategy. (ii) a plan to broaden inter-cultural and language offerings, both formal and informal, to DCU staff, students and our external community.	Development of a DCU Language Plan

DCU Strategic Goal	Action	Success Measured by:
Global Village	Foster a positive global culture	
	Identify permanent display and information offering for the new student hub to include Erasmus options, summer schools, language and culture exchanges and information about key partners around the globe	Number of events and student engagement(s)
	Develop an online presence that can be integrated with digital signage on all three academic campuses	Global village visible on all academic campuses
	In conjunction with International Students and DCU Clubs and Societies, develop an annual International Day with a series of events that promote the importance of respecting global diversity	International Day integrated into University calendar
	Co-operating with the five Faculties, the Office of Student Life and an established NGO, create a best-practice international volunteering project aligned with the UN Sustainable Development Goals	Project launched with NGO Number of volunteers by academic and administrative unit
Strategic Partnerships	Strategic Partnership Development	
	Develop a series of mobility and research initiatives within our Global Networks – YERUN / WTUN and ECIU.	Number and quality of new mobility and research projects supported
	Proactively explore the viability of the proposed European University Network, emanating from the European Commission.	Go/No Go decision and supporting plan
	Develop a strategic project(s) road map, in conjunction with the DCU Research Support Office, with key partners in NI and Britain, which takes account of the dynamically evolving Brexit negotiations and the post-Brexit reality	Published Roadmap and performance to plan

Notes





[dcu.ie](https://www.dcu.ie)

