MANCHESTER 1824
The University of Manchester

From Manchester for the world

Manchester 2035 International Delivery Plan

PHASE ONE

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International Delivery Plan: Phase one

Our strategy to 2035, *From Manchester for the world*, sets our ambitions and direction. This International Delivery Plan sets out our five priorities and what we will achieve in phase one – years one to three – of the ten-year strategy.

Over the next ten years we will build on our strong foundations:

- Outstanding teaching and research: learning and discovery for a new world;
- Values-led and socially responsible: driven by purpose;
- Of Manchester and for the world: driving local growth and world-wide change;
- Organised for success: one university – a shared way of working;
- A place where you matter: an inclusive university, every view counts.

Our strategy to 2035 commits us to making five leaps into the future:

- Accelerating research excellence to impact;
- Flexible, personalised and digitally enabled learning;
- A powerhouse of innovation;
- The university to partner with;
- Digital inside and out.

Manchester's International Delivery Plan will enable us to deliver these foundational commitments and leaps. New ways of working and investment are underway to serve our ambition for international engagement, to enable:

- Scaling of **University of Manchester Global Initiatives**;
- Growth in excellent collaborative research with international partners to deliver impact;
- New flexible, personalised, digital possibilities for international students to study;
- The unlocking of international potential for innovation and business engagement;
- Expansion of the work of our International Centres to support students returning to their home as alumni, extend our in-country educational offer and develop our research and innovation collaboration to achieve real world impact;
- Cultivation of our relationships with our global alumni to encourage connections with our students, our research and help realise our philanthropic ambitions through the Challenge Accepted fundraising and volunteering campaign;
- Becoming partners known for our commitment to excellence and values;
- Harnessing digital opportunities to improve engagement with partners on campus, regionally and globally.

This International Delivery Plan was developed collaboratively over six months with colleagues representing Research, Teaching and Learning, Innovation, Social Responsibility, our Donor and Alumni Division, and the Directorate of Communications, Marketing and Student Recruitment. The design was led by the International Committee and approved by the University Executive. Discussions sought input on fundamental questions such as 'What does international mean for The University of Manchester?' and 'What do we want to be known for internationally?'.

From those discussions, we identify three drivers for international engagement – ***'The Three Rs': Recruitment, Research, and Reputation***.

Each year, Manchester aims to recruit the best students regionally, nationally and internationally to study with us. The development of flexible learning options will further enable personalised learning experiences and transnational educational partnerships. Through international research partnerships and our growing innovation ecosystem we bring global talent together to co-create new knowledge that tackles world problems, delivers meaningful public benefit and leads to transformative change. Through deepening the quality and reach of our international activities, we aim to continue to grow our global influence and reputation for education, research and innovation.

While led by the International Committee, our International Delivery Plan is collectively owned by the teams and committees which have shaped its design. Its success will depend on our working together as one university.

The Manchester 2035 Delivery Handbook sets the framework for our approach to this Delivery Plan, defining success from the start, tracking benefits and collecting feedback that will help shape future phases:

- We will track and evaluate our performance through a set of international indicators, including global rankings.
- We will also capture qualitative evidence, including case studies and narratives, to inform our evaluation and communications.
- We will monitor and evaluate progress, including developing the plan for delivery as we move from this first three-year phase of the plan towards 2035.

The International Committee will continue to work with the University Executive, its committees and the wider University community to refresh and deliver this plan. This design, evaluation and delivery will be enacted by the International Committee in accordance with University policy and procedures.

Building on our strong foundations

The University of Manchester is recognised as a world leading university in global rankings for our research, teaching, impact, reputation and the international composition of our academics and students. The name of our strategy – *From Manchester for the world* – signals that international is built into our DNA.

We are the academic home of more than 19,000 international students among our 46,000 undergraduate and postgraduate student body. Our institution is also the professional home of hundreds of international academics and professional services colleagues. Global rankings attest to the quality of our student experience and the careers their degrees open once they graduate. We are committed to continuing support for our international students and colleagues to provide opportunities to make a difference, putting people at the heart of our success.

As part of our humanitarian commitment, for over ten years the University has provided a range of scholarships and bursaries for international students, including Equity and Merit, Global Futures Scholarship and ASEAN-UK SAGE Women in STEM Scholarships. We are a University of Sanctuary, providing financial assistance and other support to students who are refugees and asylum seekers. Our investment in international humanitarian support extends to academics from any country in the world who are being forced to flee by the risk of imminent imprisonment, injury or death through ten Council for At-Risk Academics (CARA) Fellowships each year.

In addition to our UK campus, we have four International Centres – in Dubai, Hong Kong, Shanghai and Singapore – where our in-country colleagues provide support for students from all over the globe. Our Centres deliver teaching locally in each region, engage and support alumni, in addition to offering a detailed understanding about higher education ecosystems and business engagement opportunities. As we look to expand the work of our International Centres, we will be growing our support for international students as they return home as alumni, extending the types of educational offers in each country, and enhancing research and innovation collaboration to achieve real world impact.

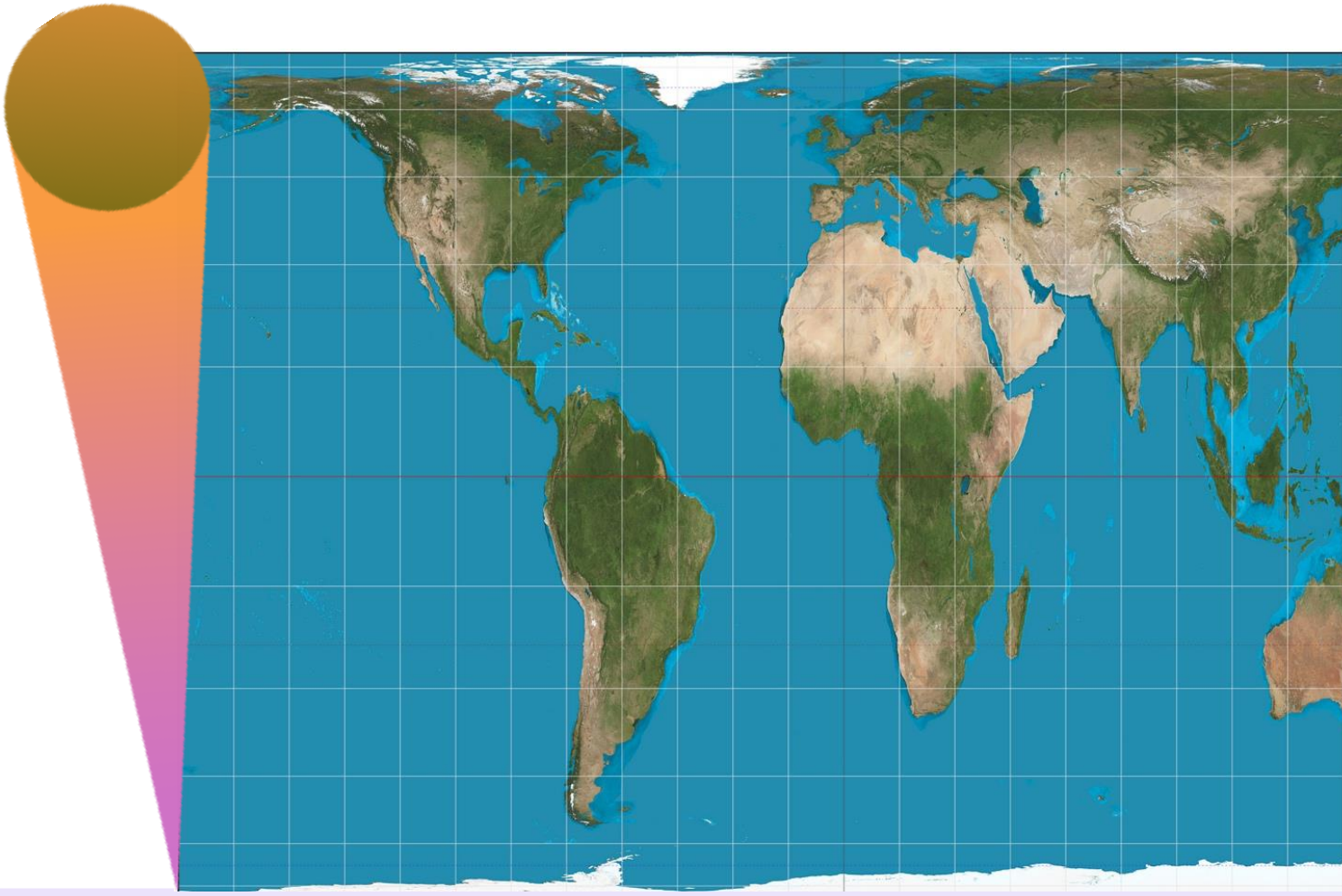
Our international teaching and learning partnerships are a core foundation of our strength: they connect us locally, nationally and globally with the expertise, facilities, perspectives and shared commitment needed to deliver societal benefit. We partner with educational institutions around the world to deliver joint teaching programmes that enable students to stay in-country and learn a co-created curriculum, or to come to Manchester as they progress through their learning experience. Our partnerships enable postgraduate researchers to spend time learning with other experts, gaining unique experiences of different labs and research communities. As our flexible learning offer grows, so will our transnational education possibilities.

Our international partnerships provide our research community – which includes over 4,000 postgraduate researchers (PGRs) and 2,000 postdoctoral researchers – with the opportunities and resources to build their international collaborations to create ambitious research with faster impact, to create and sustain inclusive teams, and to organise beyond disciplines for curiosity-driven or challenge-led research. This commitment includes maintaining our Research Culture and Environment which ensures our research is open and responsible, supports academic freedom, enables collaborations, fosters a culture of security-conscious research practice, maintains public trust and delivers benefits for society. Our Statement of Social Responsibility in Research encapsulates our values and ways of working, and includes a specific policy on Responsible International Research Activities and Collaborations.

We will establish and maintain research collaborations with international partners to make our research more powerful, uncover new directions, build deeper understanding, and accelerate impact and innovation. For example, the three-way partnership between Manchester, Melbourne and Toronto (MMT), as part of our **University of Manchester Global Initiatives**, will grow research collaborations alongside building innovation, and teaching and learning opportunities.

Our institutes, centres and groups are at the forefront of our research. Their longstanding partnerships and strong track records in research and impact have contributed to our global reputation as a research powerhouse. For example, the Humanitarian and Conflict Response Institute and Global Development Institute embody impactful co-created research with Global Majority partners reflecting the principles of our Social Responsibility Framework. These and our other international research collaborations recognise the fundamental importance of partnerships to address the complexities of global problems.

Our ambition is a leap forward in the quality of both what we do and how we amplify that narrative to raise our visibility and reputation globally as well as nationally and regionally. As we progress *From Manchester for the world*, our commitment to our international students and colleagues; to providing excellence in flexible learning and transnational education; and to partnerships that enhance research impact and grow our innovation ecosystem will drive our international activities, as outlined in this International Delivery Plan.



PRIORITIES AT A GLANCE

To achieve the ambition in our strategy to 2035, *From Manchester for the world*, we have set five priorities for phase one of our International Delivery Plan. Taken together they will:

- develop distinctive **University of Manchester Global Initiatives** at scale;
- build international research collaborations to support our ambition to accelerate research excellence into impact;
- cultivate transnational educational partnerships and flexible learning opportunities globally;
- grow an inclusive and impactful innovation ecosystem – recognised globally for getting our research and teaching out into the world faster, with our partners;
- improve operational systems to ensure one-university shared ways of working, and efficient deployment of resources.

PRIORITY 1: UNIVERSITY OF MANCHESTER GLOBAL INITIATIVES

PRIORITY 2: RESEARCH – STEER COLLABORATIVE RESEARCH WITH INTERNATIONAL PARTNERS

PRIORITY 3: TEACHING – DEVELOP TEACHING AND LEARNING COLLABORATIONS ALIGNED WITH OUR GROWTH PRIORITIES

PRIORITY 4: INNOVATION – SCOPE INTERNATIONAL INNOVATION PARTNERSHIPS

PRIORITY 5: INTERNATIONAL OPERATIONAL INITIATIVES

PRIORITY 1: UNIVERSITY OF MANCHESTER GLOBAL INITIATIVES

In phase one of the International Delivery Plan, we will deliver on three Global Initiatives that highlight important opportunities for a one-university approach to collaborative international engagement across research, innovation, and teaching and learning teams.

Manchester-Melbourne-Toronto Alliance (MMT)

Building on our long-term and productive relationship with the University of Melbourne and the University of Toronto, MMT 2.0 will support increased research, innovation, and teaching and learning collaborations with each other and with other global partners, including through the Global Humanities Alliance.

Action:
We are working with Melbourne and Toronto and expect to launch a renewed investment in MMT in 2027.



Opportunities and innovation in Africa

Building on our current Africa Strategy, we will deepen and extend our existing research and educational partnerships. These partnerships, based on principles of co-creation and equitable relationships, aim to generate academic and innovation opportunities for scholars based in Africa.
We are committed to securing philanthropic funding to support impactful research, teaching and innovation projects with partners in Africa.

Action:
A high-level committee is working with external stakeholders to secure resources to support co-designed research projects and shared or online teaching initiatives with academic partners, as well as non-academic partnerships to support innovation.



Alliance and reputation building

Building on our global reputation, we will expand international partnerships which increase collaborations for high-quality research and impact, international collaborative teaching, and that support business engagement and innovation beneficial for alumni and students. These activities will enhance our global reputation as a partner to collaborate with.



Action:

- Launch an International Centre in India to facilitate growth in our student recruitment, including through new opportunities for transnational education (TNE) and flexible learning, building research and innovation collaborations, as well as alumni engagement, and industry links to support student employability;
- Launch Annual Global Research Symposiums at our International Centres in Dubai, Shanghai, Hong Kong, Singapore and, in due course, India. These symposiums will showcase our research and innovation with in-country partners (the first one to take place in spring 2027);
- Work with the Research team to set priorities for international research collaborations;
- Work with the Teaching and Learning team to increase transnational education programmes;
- Work with the Innovation team to identify and grow relevant non-academic global partners.

Responsible:
INTERNATIONAL COMMITTEE

Colette Fagan
Angelia Wilson

PRIORITY 2: RESEARCH – STEER COLLABORATIVE RESEARCH WITH INTERNATIONAL PARTNERS

We will deliver collaborative research with international partners, steering the focus to complement our research strengths and priorities. Together we will develop world-leading researchers and facilitate the co-production of knowledge and capacity sharing with Global Majority partners. This will strengthen our research collaborations and our impact and global reputation, which will contribute to our performance in global rankings.

With the Research and International teams working together, in phase one of the International Delivery Plan we will:

- Establish and maintain research collaborations with international partners to make our research more powerful, uncover new directions, build deeper understanding and drive impact:
    - Work with our international partners to ensure that our institutional research collaborations supported with seed-corn investment produce high-quality co-authored publications and applications for follow-on funding from national and international funding agencies;
    - Promote our research platforms and institutes internationally to catalyse research partnerships, deliver impact and innovation, enhance curriculum and skills development, and amplify our narrative and identity;
    - Through our commitment to co-creation and equitable global partnerships, we will connect people, ideas and infrastructure in new ways to produce knowledge that tackles global challenges and accelerates research discovery into impact and innovation.

- Grow world-leading researchers through targeted support for early and mid-career researchers:
    - Build research leadership through engagement in international partnership collaboration;
    - Encourage colleagues at partner institutions to apply for University of Manchester Fellowships, and encourage current colleagues to apply for fellowships at partner institutions;
    - Enhance the experience of postgraduate and early career researchers through visiting researcher opportunities and networking between partner institutions, including identifying resources to support these activities and ensuring they align with our Equality, Diversity and Inclusion commitments;
    - Work with Manchester Doctoral College to agree parameters, funding streams and priority partners for international dual/joint postgraduate research programmes;
    - Ensure the career development of all Manchester researchers includes building an appropriate international profile;
    - Pursue and manage good relationships with government, business and other international funders of postgraduate researchers.

- Develop world-leading researchers and facilitate the co-production of knowledge and capacity sharing with Global Majority partners:
    - Promote capacity sharing around research culture and environment between University of Manchester and Global Majority partners;
    - Promote University of Manchester Fellowship opportunities with Global Majority partners.

Actions in phase one will include:

Launch The University of Manchester Global Fund

In this new approach, we will identify priority research themes to be supported through the Global Fund, with matching funding from an evolving group of global university partners. The aim is to support collaborations that generate high-quality publications, impactful research, future successful external funding proposals, and that enhance our global reputation. The Global Fund will run twice a year offering a more efficient and agile approach to supporting international collaborative research.

Growing international research collaborations

- We will provide information and intelligence on research opportunities available globally. We will do this by:
    - Identifying global research opportunities which connect with *From Manchester for the world* priorities for accelerating research excellence, impact and innovation;
- Collaborating with our research platforms – Creative Manchester, Digital Futures, Healthier Futures and Sustainable Futures – to mobilise our research capabilities in new ways, to build deeper partnerships, connect our research to the innovation ecosystem, philanthropy, international centres and teaching, and turn ideas into action locally and globally;
    - Working closely with the Research Services and Donor and Alumni Relations teams to pursue and manage positive relationships with external funding agencies, businesses and philanthropy;
    - Mapping current Global Majority research engagement to better support and grow co-created research projects;
    - Engaging with Research team to ensure appropriate career development and training is available to help early career researchers to build successful international research collaborations;
- Exploring different levels of PGR collaboration with University research partners in conjunction with the Research team and Manchester Doctoral College;
    - Promoting all Manchester Fellowship opportunities to our Global Majority partners.

Responsible:
RESEARCH COMMITTEE
INTERNATIONAL COMMITTEE

Colette Fagan

Angelia Wilson

PRIORITY 3: TEACHING – DEVELOPING TEACHING AND LEARNING COLLABORATIONS ALIGNED WITH UNIVERSITY GROWTH PRIORITIES

In phase one, we will work with the Teaching and Learning team to:

- Drive growth in transnational education (TNE) in a tiered strategy around global regional priorities and delivery modes.
  This growth includes dual/joint degree partnerships, articulation and progression partnerships, summer schools and global classrooms;
- Expand flexible learning, continuing professional education (CPE) and micro-credentials through strategic in-country growth and development of our International Centres;
- Support the delivery of recruitment growth targets in Schools and Faculties as set out in five-year plan and agreed at market level between Faculties, Teaching and Learning team, IDD Recruitment, Admissions, and Marketing via International Student Diversification (ISD) project;
- Explore opportunities for collaborative provision/dual provision arising from reengagement with Erasmus+ in preparation for 2028-2035 programme (Year 1) and subsequent (Year 2 and 3) application to bid/secure funding opportunities (for example, Erasmus Mundus);
- Develop the use of International Centres for Teaching and Learning opportunities, including flexible learning, CPE and micro-credentials, and ExecEd;
- Support international students through a range of scholarship programmes and continue to develop this support in relation to the expansion of flexible learning.

Actions in phase one will include:

- Work with Teaching and Learning team to realise recruitment targets;
- Work with Teaching and Learning team to grow TNE partnerships, including global online learning and flexible learning, agreeing parameters and priority countries for articulation engagement (UG and PGT) in support of diversification targets;
- Review of International Centres (in progress), identifying teaching and learning opportunities;
- Provide student exchange opportunities (such as Erasmus, Turing, summer schools), including working with our research and teaching and learning partners to develop more exchange opportunities;
- Engage with partners to increase work and summer placements;
- Grow opportunities for ‘international at home’ (for example, Global Classrooms);
  Produce a workflow for opportunity approval, provide contract templates for collaboration and socialise growth priorities, opportunities and templates with relevant teams.

Responsible:

TEACHING AND LEARNING COMMITTEE
INTERNATIONAL COMMITTEE

Jenn Hallam
Angelia Wilson

PRIORITY 4: INNOVATION – SCOPE INTERNATIONAL INNOVATION PARTNERSHIPS

In phase one, we will work with the Innovation team to:

- Supercharge research, knowledge exchange and consultancy collaborations with business and third sector, via strengthened partnerships with regional, UK and international business;
- Exploit opportunities for innovation through our International Centres and our international partnerships, with an initial focus on Dubai, India, China, and through the Melbourne-Manchester-Toronto (MMT) Global Initiative;
- Develop existing and uncover new, large-scale innovation-focused partnerships that leverage the University's full stack innovation ecosystem;
- Connect and develop Manchester's innovation assets, making it easier for colleagues, students and partners to navigate and access innovation capabilities, support and opportunities;
- Develop and deliver new international initiatives and partnerships to expand the scale, connectivity and impact of our innovation ecosystem.

Actions in phase one will include:

- International team will support the Innovation team to deliver an internationally significant University of Manchester Innovation Festival that showcases our innovation activity and opportunities, and connects colleagues, students and partners;
- International team will work with the Innovation team to build city-to-city partnerships and expand opportunities created through our International Centres and global innovation relationships;
- International team will advise the Innovation team as they pilot and roll out new engagement models and products targeted at growth sectors, international growth markets and large companies based in our region, working with Faculties, platforms and institutes;
- International team and Innovation team will capitalise on partnerships and alumni engagement to support the mainstreaming of entrepreneurship education accessible to all students through durable enterprise units → founder pathways → ecosystem transitions.

Responsible:

INNOVATION TEAM
INTERNATIONAL COMMITTEE

John Holden
Angelia Wilson

PRIORITY 5: INTERNATIONAL OPERATIONAL INITIATIVES

To ensure we are organised for success with a shared way of working together as one university, the International team will enhance our ways of working and deployment of resources.

- Stewardship of resources to enable medium-term planning alongside agile, responsive growth;
- Be the team to partner with by ensuring a one-university holistic approach to international engagement;
- Build on current international expertise and curate this for the University Executive and wider senior leadership by providing country-specific advice regarding higher education ecosystem, innovation opportunities and regulatory frameworks.

Actions in phase one will include:

- Establish a one-university approach to International team structures with clear responsibilities, KPIs, budget resource planning and feedback loop through relevant Faculty and University committees to International Committee and the University Executive Committee;
- Produce clear travel plans for International team linked to agreed priorities, intended outcomes and follow-up, and ensure all travel is arranged according to University of Manchester Travel Policy, including our commitments to responsible sustainable travel as part of our environmental sustainability priorities;
- Advise University Executive and the leadership teams for Research, Teaching and Learning, Innovation, Social Responsibility, and Donor and Alumni about opportunities for international collaborations aligned with *From Manchester for the world*;
- Work with the Directorate of Communications, Marketing and Student Recruitment to refresh international communications to ensure international engagement is integrated across media outlets and that international communication priorities are resourced and delivered. This includes building conduits for internal communications regarding international activities and opportunities to collaborate;

- Clarify the process for establishing Memorandum of Understandings with international partner institutions through work with our Contracts, Research, and Teaching and Learning teams. This will be supported by a flowchart for decision-making and set-up procedures to guide Department, School and Faculty collaborations;
- Provide expertise on regional research and innovation opportunities for the Research and Innovation Committees;
- Curate and provide expertise on regional recruitment opportunities for Teaching and Learning Committee and Faculty recruitment teams;
- Gain insights from University of Manchester academic colleagues and regional experts through advisory regional groups as determined by the International committee.
- Curate and provide expertise on regional higher education developments, including the geopolitical HE landscape, for the University Executive and the wider senior leadership teams.

Responsible:

INTERNATIONAL COMMITTEE
Angelia Wilson
Richard Cotton

