



## **EXECUTIVE SUB-COMMITTEE**

### **GLOBAL ENGAGEMENT STRATEGY COMMITTEE** **Working Group: International Recruitment** **Working Group: Internationalisation at Home** **Standing Panel Collaborations**

## **TERMS OF REFERENCE**

**Approved by Executive Committee**  
**15 January 2020**

## **Global Engagement Strategy Committee**

### **1. Terms of Reference**

- 1.1 The Global Engagement Strategy Committee will oversee the development of the University's International Strategy including academic, research and knowledge exchange partnerships, student recruitment, student and staff mobility and transnational education.
- 1.2 The Committee will support the internationalisation at home.

### **2. The Remit**

The remit of the Global Engagement Strategy Committee is to:

- 2.1 Develop the University's International Strategy and guide, support and monitor its implementation.
- 2.2 Drive and monitor the effective recruitment of international students.
- 2.3 Lead on and reinforce the embedment of internationalisation activities across all academic disciplines throughout the University.
- 2.4 Encourage and support an interdisciplinary and cross-functional approach to developing international academic partnerships with key overseas institutions across the globe.
- 2.5 Develop and oversee the implementation of plans to engage with leading international institutions and global industry and businesses to meet University objectives, promote academic excellence across education, research, innovation and impact.
- 2.6 Ensure the effective engagement of Departments, Schools and Faculties and other units in the Institution in implementing the University's Global Engagement Strategy.
- 2.7 Develop and support initiatives to engage further with the student body and staff to enrich their learning / professional / research experience through international mobility, including with industry and businesses.
- 2.8 Develop and direct plans for transnational education initiatives in line with University objectives.
- 2.9 Engage with overseas alumni as active ambassadors of the University and to enhance the visibility and reputation of the University and create learning/professional opportunities for students and staff.

### **3. Governance**

- 3.1 The Committee will act with authority, as delegated by Executive Committee, in order to take strategic and high level policy decisions in the area of global engagement and internationalisation.
- 3.2 In taking forward its remit, the Committee will support equality, diversity and inclusion and will strive for gender balance. It will seek consistency and common approaches, where these are in the best interests of students and staff.

- 3.3 The Committee will liaise closely with other Committees of the Executive Committee and other University Committees as appropriate.
- 3.4 The Committee shall liaise with relevant Governing Authority Committees and with specific University managers and offices in respect of issues or instances pertaining to matters of global engagement and internationalisation.
- 3.5 The Committee shall identify and agree the ways in which it will interact and exchange information with relevant academic units and professional support services in matters relating to quality systems and quality management.

#### 4. **Operations**

- 4.1 The Committee will meet at least three times per annum.
- 4.2 A quorum for a meeting of the Committee shall be one third of the total number of members, rounded up to the nearest whole number, plus one. The participation of members by tele conferencing and/or video conferencing will be counted for the purposes of a quorum. No meeting will proceed in the absence of a quorum.
- 4.3 Sub-Committees and limited-life Working Groups will take forward as relevant the detailed examination of, and consultation on, the strategic issues which make up the majority of the Committee's work.
- 4.4 Sub-Committees and Working Groups will be given a clear brief and will consult as appropriate during their work in order to ensure the confidence of the Committee, the Education Committee and Academic Council, and the wider University Community in the resulting conclusions and recommendations.
- 4.5 Sub-Committees and Working Group activities will be made available electronically to ensure that members of the University Community are kept informed and can contribute to specific developments.
- 4.6 At the start of each meeting, the Secretary to the Committee will ask members to declare any conflict of interest, perceived or otherwise, in relation to any matters on the agenda. Where such a conflict is declared, the member will absent themselves from the meeting during consideration of the agenda item. In addition, any additional documentation will not be made available to the member following the declaration of interest. These matters will be recorded in the minutes.
- 4.7 The Committee will liaise closely with other Executive Committees and other University Committees as appropriate.
- 4.8 The Committee will provide its minutes to the Executive Committee as soon as possible for noting, discussion and/or approval as necessary.
- 4.9 Questions arising at any Committee meeting shall be decided by a majority of the votes of the members present, either in person or by tele conferencing and/or video conferencing. Where there is an equality of votes, the Chair shall have an extra casting vote. Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be summarised in the minutes in terms acceptable to the dissenting person(s) or negative voter(s).
- 4.10 The Global Engagement Strategy Committee will agree its Programme of Work on an annual and/or longer-term basis.
- 4.11 The Committee will review its terms of reference on an annual basis and recommend any proposed changes to the Executive Committee for consideration.

4.12 The Committee will undertake a self-evaluation process at least every three years and report on the outcome of this assessment to the Executive Committee.

## 5. Composition and Membership

<b>Position</b>	<b>Method of Appointment</b>
Deputy President Chief Operating Officer and Registrar	Ex officio
VPAASE (Chair)	Ex officio
VPR or nominee	Ex officio
Assistant Dean International AHSS or nominee	Ex officio
Assistant Dean International EHS or nominee	Ex officio
Assistant Dean International KBS or nominee	Ex officio
Assistant Dean International S+E or nominee	Ex officio
Assistant Dean GPS or nominee	Ex officio
AVP Academic Affairs	Ex officio
AVP Global Engagement (Deputy Chair)	Ex officio
AVP Academic Systems and Deputy Registrar or nominee	Ex officio
Director Academic Strategy, Planning and Performance	Ex officio
Director of China Engagement	Ex officio
Head of School/Department AHSS	Nominated by Dean AHSS
Head of School/Department EHS	Nominated by Dean EHS
Head of School/Department KBS	Nominated by Dean KBS
Head of School/Department S+E	Nominated by Dean S+E
Director Bernal Institute or nominee	Ex officio
Director of LERO or nominee	Ex officio
Director HRI or nominee	Ex officio
Director of Corporate Education and Careers Division or nominee	Ex officio
Director Alumni or nominee	Ex officio
Marketing and Communication Representative	Ex officio
Student Life (ULSL) President or nominee (sabbatical officer)	Nominated by ULSL
PSU President or nominee (sabbatical officer)	Nominated by PSU
Up to four members	Co-opted by Committee itself

## 6. Responsibilities and Expectations of Committee Members

All members of the Committee:

- 6.1 Are expected to be collegial and constructive in approach.
- 6.2 Should attend regularly and participate fully in the work of the Committee, its Sub-Committees and Working Groups. This will involve looking ahead and consulting/gathering input in order to provide the broad spectrum of thoughts and opinions which are necessary for proper consideration of the area being discussed.

Approved by Executive Committee

15.01.20

## Working Group International Recruitment

### 1. Terms of Reference

- 1.1 The Working Group on International Recruitment will lead on the recruitment of international students.

### 2.0 The Remit

The remit of the Working Group is to:

- 2.1 Identify, plan and implement measures to deliver on international recruitment targets.  
2.2 Monitor delivery on international recruitment and inform target setting  
2.3 Analyse data on international market and admissions trends  
2.4. Inform the development of marketing collateral

### 3. Governance

- 3.1 Authorised by the Global Engagement Strategy Committee, the Working group will take operational decisions to deliver on the international recruitment KPIs.  
3.2 In taking forward its remit, the Working Group will support equality, diversity and inclusion. It will seek consistency and common approaches, where these are in the best interests of students and staff.  
3.3 The Working Group will liaise closely with the Global Engagement Strategy Committee and other Working Groups and University Committees as appropriate.

### 4. Operations

- 4.1 The Working Group will meet at least 6 times per annum.  
4.2 The Working Group will take forward as relevant the detailed examination of, and consultation on the operational issues pertaining to international recruitment.  
4.3 The Working Group activities will be made available electronically to ensure that members of the University Community are kept informed and can contribute to specific developments.

### 5. Composition and Membership

Dean GPS (chair)	Ex officio
Assistant Dean GPS	Ex officio
Dean KBS	Ex officio
Dean S+E	Ex officio
Assistant Dean International AHSS	Ex officio
Assistant Dean International EHS	Ex officio
Assistant Dean International KBS	Ex officio
Assistant Dean International S+E	Ex officio
Director IED	Ex officio
Marketing + Communications representative	Ex officio
Study Abroad Manager	Ex officio

Approved by Executive Committee  
15.01.20

## **Working Group Internationalisation at Home**

### **1. Terms of Reference**

- 1.1 The Working Group on Internationalisation at Home will lead on the design and delivery of measures that provide international perspectives and experiences for students and staff on the UL campuses.

### **2. The Remit**

The remit of the Working Group is to:

- 2.1 Ensure the embedding of international perspectives in the curriculum across all levels and programmes
- 2.2 Identify and lead on the actions to increase outward mobility including the development of shorter periods of outward mobility
- 2.3 Oversee the provision of intercultural training for staff and students
- 2.4 Ensure the integration of international students and staff in the UL community
- 2.5 Support the development and implementation of a foreign language strategy
- 2.5 Support the development and implementation of a mainstreamed student support approach and respective services.

### **3. Governance**

- 3.1 Authorised by the Global Engagement Strategy Committee, the Working group will take operational decisions to deliver the internationalisation at home KPIs.
- 3.2 In taking forward its remit, the Working Group will support equality, diversity and inclusion. It will seek consistency and common approaches, where these are in the best interests of students and staff.
- 3.3 The Working Group will liaise closely with the Global Engagement Strategy Committee and other Working Groups and University Committees as appropriate.

### **4. Operations**

- 4.1 The Working Group will meet at least 6 times per annum.
- 4.2 The Working Group will take forward as relevant the detailed examination of, and consultation on the operational issues pertaining to internationalisation at home.
- 4.3 The Working Group activities will be made available electronically to ensure that members of the University Community are kept informed and can contribute to specific developments.

5. **Composition and Membership**

Dean AHSS	Ex officio
Assistant Dean International AHSS (co-chair)	Ex officio
Assistant Dean International EHS (co-chair)	Ex officio
Assistant Dean International KBS	Ex officio
Assistant Dean International S+E	Ex officio
Head CTL	Ex officio
Director IED	Ex officio
HR representative	Ex officio
Director SA	Ex officio
Study Abroad Coordinator	Ex officio
Head of Department of Modern Languages + Applied Linguistics	Ex officio

Approved by Executive Committee  
15.01.20

## **Standing Panel Collaborations**

### **1. Terms of Reference**

- 1.1 The Standing Panel on Collaborations will lead on the development and monitoring of collaborations.
- 1.2 It will scrutinise the due diligence on proposed collaborations.

### **2. The Remit**

The remit of the Working Group is to:

- 2.1 Identify, develop and implement measures pertaining to the growth of collaborations and partnerships in support of the University's Strategic Plan.
- 2.2 Scrutinise due diligence on proposed collaborations and partnerships
- 2.3 Identify and implement best practice for the development and implementation of collaborations and partnerships
- 2.4 Inform the development of strategic collaborations and partnerships and respective KPIs.
- 2.5 Identify, develop and implement funding models for the development of collaborations.

### **3. Governance**

- 3.1 Authorised by the Global Engagement Strategy Committee, the Working group will take operational decisions to deliver the growth in inter/national collaborations and partnerships.
- 3.2 In taking forward its remit, the Working Group will support equality, diversity and inclusion. It will seek consistency and common approaches, where these are in the best interests of students and staff.
- 3.3 The Working Group will liaise closely with the Global Engagement Strategy Committee and other Working Groups and University Committees as appropriate.

### **4. Operations**

- 4.1 The Standing Panel will meet at least 6 times per annum and when necessary. If required it can consider issues and proposals by electronic means.
- 4.2 The Standing Panel will take forward as relevant the detailed examination of, and consultation on the operational issues pertaining to collaborations and partnerships.
- 4.3 The Working Group activities will be made available electronically to ensure that members of the University Community are kept informed and can contribute to specific developments.



**5. Composition and Membership**

Assistant Dean International KBS (co-chair)	Ex officio
Assistant Dean International S+E (co-chair)	Ex officio
Director Research Office	Ex officio
Associate Vice President Academic Affairs	Ex officio
Dean EHS	Ex officio
Dean GPS	Ex officio
Director Bernal or nominee	Ex officio
Assistant Dean International GPS or nominee	Ex officio
Assistant Dean International AHSS or nominee	Ex officio
Assistant Dean International EHS or nominee	Ex officio
Partnerships Manager IED or nominee	Ex officio
Marketing + Communications representative	Ex officio
Study Abroad Manager	Ex officio

Approved by Executive Committee  
15.01.20