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Foreword

This report details the activities of the UK Higher Education International Unit in its start-up phase (01 January 2007 to 31 July 2007) and the first full year of operation (01 August 2007 to 31 July 2008). The report provides statistics on the Unit's outputs, an analysis of the benefits accruing to the UK higher education sector, an explanation of how our strategy has evolved, budgetary details, and plans and performance targets for the next year.

It has certainly been an exciting time for the International Unit. A website has been developed and launched, 22 editions of our newsletter published, seven projects commissioned as part of a research programme, six Country Briefings published, a Legal Series launched, three public events held at the House of Commons and one major conference completed. We have undertaken special projects with India and the US and engaged with universities in every part of the UK. We also raised some £70,000 from external sources to help fund our research and events.

The primary objective of any new organisation is to raise its profile and demonstrate its relevance. This report shows how the International Unit has responded to this challenge. As of 31 July 2008, there were more than 3,500 subscribers to our electronic newsletter, from a standing start. More impressively, downloads of *International Focus* had grown to 7,500 per issue. In the 10 months since the launch of the website, we recorded well over 800,000 hits from 35,000 unique visitors, and we remain on course to register a million hits in the website's first year of operation.

Quantitative data tell only part of the story. It has also been gratifying to receive positive feedback from across the sector, much of which is included in this report. The International Unit has caught the rising tide of interest in internationalisation across the sector, but we recognise there is much to do in the year ahead to inform UK universities of the opportunities – and the risks – that internationalisation brings.

There is already an exciting programme underway for the next year. Inevitably, having a strong first year has raised the Unit's profile and created its own momentum and expectations for the future. We will do our best to fulfil these. We will work with our Advisory Board to identify the most useful projects and events for the sector. When the Unit was under construction, there was provision for a further member of staff. That funding has, thus far, been used instead for projects, but given the explosion of possibilities for the next year, it may be necessary to revisit this weighting during 2008–09.

The International Unit will also continue to work closely with colleagues in the Europe Unit, Universities UK, GuildHE, as well as the various funding agencies, as we aim to meet our objectives in the year ahead.



Shaun Curtis

Head of UK Higher Education International Unit

Objectives of the International Unit

The purpose of the UK Higher Education International Unit was defined in a Business Plan dated December 2006. The rationale for a new International Unit was:

To co-ordinate, promote, and undertake (as appropriate) activities designed to enable UK higher education institutions to thrive in a world where higher education is competitive and globalised, as well as essential for the economic and social development and well-being of individual countries.

The Business Plan also defined a number of specific 'strategic objectives' for the International Unit to attain:

On establishment, the Unit will have four core service objectives, as follows:

- *To meet the information needs of UK higher education institutions by providing an information point about the international activity within the sector and a central observatory on international issues and policy developments that are particularly relevant for UK higher education, with a focus on generating enhanced intelligence and foresight.*
- *To provide support to UK higher education institutions in their international activities through the collection and dissemination of relevant data and through high quality research, analysis and market intelligence with a focus on strategic issues and long-range forecasts.*
- *To develop and co-ordinate, at a national level, partnerships with other countries and international organisations in order to secure frameworks through which the UK and UK institutions can become key partners for overseas institutions and other organisations.*
- *In the particular circumstances of collaboration with institutions in developing countries, where a central objective is to strengthen those institutions and thereby assist in the development of the country concerned, or providing help following a disaster, to endeavour to ensure that UK higher education institutions are appropriately informed and that the response from the UK higher education sector as a whole is balanced, co-ordinated and of high quality.*

A fifth strategic organisational objective will be:

- *To establish collaborative working arrangements with all key organisations and to expand the number of core funders for the unit by (i) ensuring that the services offered are seen to be relevant and of value to the higher education sector as a whole and (ii) developing new core services if appropriate. As well as its core activities, the Unit will undertake additional work (falling within its competence) for its core funders (either individually or grouped) with extra earmarked funding for this non-core activity.*

Funding and establishment of the Unit

The International Unit is funded by six stakeholders:

- the Higher Education Funding Council for England
- the Scottish Funding Council
- the Higher Education Funding Council for Wales
- the Department for Employment and Learning (Northern Ireland)
- GuildHE
- Universities UK

The Unit is funded for an initial 3.5-year period. A major review will be undertaken in 2009–10, the outcome of which will determine the continuation of funding beyond the initial period.

The International Unit began its development phase in January 2007, with the appointment of Juliet Weale as Interim Manager up to April 2007. The Head of Unit, Shaun Curtis, took up post in April 2007. Communications Officer, Elizabeth Sheahan, joined in May 2007 and Policy Adviser, William Lawton, joined in June 2007. The Unit was launched officially on 11 September 2007 at the Universities UK Annual Members' Conference at the University of Leicester.

The Business Plan made specific reference to the governance of the International Unit, pointing out that:

The proposed Unit will be constituted as a section of Universities UK, headed by a Universities UK deputy director (the Unit Manager) and reporting through the chief executive to the Universities UK Board (UKB). Universities UK will be responsible for recruiting staff and for all matters relating to their contract of employment, for establishing and managing contracts with any organisations to which Unit functions are outsourced, and for the provision of all necessary infrastructure.

In broad terms this governance structure has been followed. The International Unit sits within the Directorate of External Relations and Communications in Universities UK, and is physically located alongside the Europe Unit with which it liaises closely. The Head of the International Unit is line-managed on a day-to-day basis by the Director of External Relations (Lesley Perry). After discussions about the most effective way to ensure 'light touch' management of the Unit, it does not report directly to the UKB as anticipated in the Business Plan, but to the International and European Policy Committee (IEPC) at Universities UK. The Chair of the IEPC, Professor Paul Wellings, Vice-Chancellor of the University of Lancaster, provides regular reports to the UKB on international matters. The IEPC meets three times a year, and the International Unit reports on activities and raises specific items for decision.

The Business Plan called for the establishment of two further advisory entities:

- 1 An International Policy Forum will include the core funders, representative bodies, DfES, DfID and the devolved administrations. Its function will be similar to the European High Level Policy Forum. It will focus on the scope for securing agreed positions on current issues among key sector agencies, and will – in particular – support the manager of the Unit in fulfilling its representational function.*

The Unit will take every opportunity to collaborate and co-ordinate its work with that of the Europe Unit; during the set-up phase (early 2007), agreement will be sought from the European High Level Policy Forum for it to expand its remit to include that of the proposed International Policy Forum, to form a single entity providing advice to the Unit and the Europe Unit. This would be efficient and, prima facie, makes good sense because many of the Members of the two bodies would be the same. However, the decision is not one the Unit can make unilaterally and requires agreement. It may be that at first there should be a separate forum, but with the two of them meeting sequentially on the same day, with co-ordinated agenda.

- 2 An International Co-ordinating Group will comprise officers from relevant national organisations (such as the British Council in Scotland and Wales, and the Welsh International Consortium) and appropriate professional networks (such as BUILA, UKCOSA). This group will act as a sounding board for the Unit's officials on current issues.*

As part of the 'light touch' consultation with stakeholders and funders, it was agreed that the Unit would have one advisory board rather than two. There were a number of reasons for this decision. One was a determination to ensure that Unit staff were not distracted from the main business of the Unit by the necessity of preparing regular papers for a number of meetings. Secondly, it became clear that what worked exceptionally well for the Europe Unit would not translate effectively to the International Unit as the remit for both Units is very different. A high-level policy forum is necessary to ensure stakeholders are consulted when trying to establish a common UK position on UK lines for the Bologna Process or European lobbying, but there are no similar fora which require a UK position from the International Unit. This was acknowledged in the Business Plan:

Within European HE policy, there is also a greater need for the UK HE sector to lobby to secure UK HE interests on, for example, promotion of the one-year master and avoidance of bureaucratic quality assurance procedures. This is much less likely with the new International Unit.

As the nature of the two different mandates became clearer, it also became clear that the recommendation that the International Unit and Europe Unit should share a high-level policy forum would not be the most effective way forward.

Furthermore, the two proposed advisory entities did not include the very people the International Unit needs as its core constituents: Heads of International Offices, Deans of International Development and Pro Vice-Chancellors. It was therefore agreed that the Unit should establish an Advisory Board made up of such individuals so that its work was of direct and practical relevance to their everyday needs.

Finally, it was felt that the new Unit needed to be fleet of foot and seize opportunities as they arose, within the terms of the Business Plan. It would have compromised the Unit's flexibility and ability to seize opportunities if every decision had to go through a high-level forum. However, it is important that funders are kept up to date with the activities of the Unit and can comment as they wish, and to this end, a detailed (3–4 page) monthly summary is provided to them by email.

International Unit Advisory Board

The International Unit Advisory Board is a hybrid body with membership that reflects its two distinct purposes. The first and core purpose is to provide strategic guidance and oversight to the work of the UK HE International Unit.

There is also an accountability function: the Unit is accountable to its six funding bodies. The Advisory Board therefore has senior representation from the HE sector and industry and from each of the funding bodies. It is chaired by the Chair of the International and European Policy Committee of UUK.

The Advisory Board meets twice a year at Woburn House, 20 Tavistock Square, London WC1. The first meeting was on 30 January 2008; the second was on 04 July 2008. Agendas and minutes are available for these meetings. The next meeting is on 23 January 2009.

Advisory function

The advisory remit of the Advisory Board is as follows:

- To receive and comment on updates and progress reports from the staff of the Unit.
- To discuss major international issues of interest to the UK HE sector and to advise the Unit on the formulation of its position on such issues.
- To advise on potential opportunities for the sector and on their potential risks.
- To recommend potential research activities for the Unit.
- To advise the Unit on the extent to which its other outputs (newsletter, website, events) meet the needs of the sector, and to suggest any changes accordingly.
- To ensure that the positions of the devolved authorities are considered at all times.

Accountability function

The accountability remit of the Advisory Board is as follows:

- The Unit is subject to the agreed reporting and accountability requirements of its funding bodies. It will be subject to periodic review by its funders as a basis for their deciding whether and at what level to continue funding for the coming period. The expectation is that a review will be undertaken in 2009–10, on which will depend the continuation of funding beyond an initial 3.6-year period (January 2007 – July 2010).
- The Unit will submit an annual report on progress to its core funders within one month of the end of each accounting year. This will provide an analysis of progress towards its strategic objectives; changes in strategy, with reasons; use of funds during the past year and budget for the forthcoming year; a description of the Unit's outputs during the year and an analysis of the benefits accruing to the higher education sector.
- The International Unit produces a monthly update, circulated by email, to its funders which details specific activities during each calendar month.
- The International Unit will be assessed once a year by two external assessors. At present these assessors are Dr Tim Westlake (Director of International Development, University of Manchester) and Ms Carolyn Campbell (Head of International Affairs, Quality Assurance Agency for Higher Education).

List of Members as at July 2008

Chair

Prof Paul Wellings

Chair of the International and European Policy
Committee
Universities UK
Vice-Chancellor
Lancaster University

HE sector representation

Ms Suzanne Alexander

Director International Office
University of Leicester

Prof Steve Baskerville

PVC
De Montfort University

Prof Norman Black

PVC Academic Development and
Student Services
University of Ulster

Prof Philip Garrahan

PVC Academic Development
Sheffield Hallam University

Dr Judith Lamie

Director of International Strategy
University of Birmingham

Prof John Mann

PVC Research and
International Partnerships
Queen's University Belfast

Mr Bob Masterton

Director
International Centre
University of the Arts London

Mr John Phillips

Dean of International Affairs
UWIC

alternate for Wales

Ms Sandra Elliott

Director
International Development Division
Cardiff University

Dr Sue Piggott

International Director
Oxford Brookes University

Ms Sharne Proctor

Director of International and
Postgraduate Service
University of Glasgow

Prof Brian Revell

Dean of External Liaison
Harper Adams University College

Prof Chris Turner

PVC Academic
University of Winchester

Dr Maurits van Rooijen

Vice-President
International and Institutional Development
University of Westminster

Mr Tony Westaway

Director International Office
Loughborough University

Dr John Withrington

Dean of International Development
University of Exeter

Business sector representation**Mr Wayne Leamon**

Chief Executive Officer
Macquarie Bank Ltd
London

Mr Peter Saraga**Funding body representation****Ms Helen Bowles**

Policy Adviser
GuildHE

Dr Cliff Hancock

International Relationships Manager
HEFCE

Dr Bill Harvey

Deputy Director
Scottish Funding Council

Ms Catherine Marston

International Policy Adviser
Universities UK

Mr Dominic McCullough

Acting Head of Higher Education
Policy Branch
Department for Employment and Learning
Northern Ireland

Dr Tove Oliver

European and International Manager
HEFCW

UK HE International Unit**Dr Shaun Curtis**

Head of Unit

Dr William Lawton

Policy Adviser

Secretary to Advisory Board**Ms Elizabeth Sheahan**

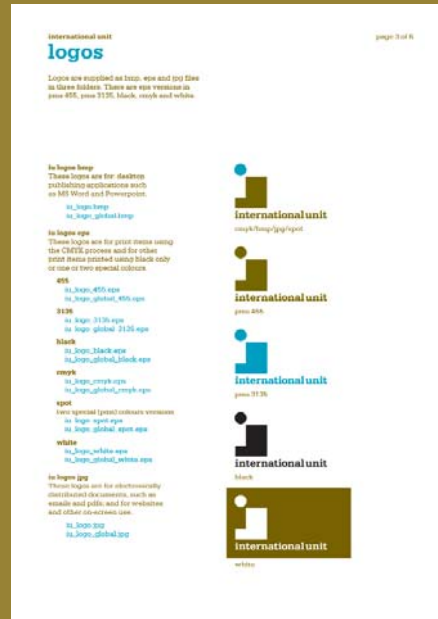
Communications Officer

Universities UK

observer

Ms Lesley Perry

Director of External Relations



The International Unit's logo, typography and colour palette reflect the distinctive, sector-wide nature of the Unit.

Communications

In the first full year, the communications output of the International Unit ranged from developing, launching and maintaining a website, producing 22 editions of the fortnightly electronic newsletter, *International Focus*, organising events and undertaking press activity. Combined, these activities helped to raise awareness of the International Unit in the UK and overseas. Activity via the website grew considerably and feedback from the newsletter was extremely positive over the first 12 months.

Registration of international.ac.uk domain name

The new website was registered with the help of HERO and HEFCE in August 2007. Strict guidelines cover eligibility for the domain, including that the majority of the organisation's activities must be publicly funded by UK government funding bodies.

Although physically located at Universities UK, the International Unit uses the international.ac.uk domain for its email addresses rather than a universitiesuk.ac.uk suffix (eg, info@international.ac.uk). This helps reinforce the sector-wide identity of the Unit. The Europe Unit also uses its own sector-wide domain name (eg, info@europeunit.ac.uk).

Branding

As with the Europe Unit, the International Unit needed its own distinct brand to reflect the fact that it was a sector-wide organisation with many different funders. A branding exercise, held under competitive tender, resulted in the development of a simple but attractive brand that could be used on, and integrated across, all communications and publications. It comprises a logo, and guidelines for use on publication and all correspondence (see opposite).

Website

One of the first tasks of the International Unit was to set in motion the development and launch of a new website. Again, the Unit is very grateful to HERO who developed a Content Management System for the website that could be used by all members of the International Unit. The design consultant who produced the brand also created a visual template for the website. A very ambitious launch deadline of 31 August 2007 was set, and met, just four months after instigation. Content for the site had been collected as part of a pre-planned parallel exercise and material began to be uploaded onto the site in the first week of September 2007.

The International Unit website was officially launched at the Universities UK Annual Members' Conference in Leicester (11–13 September 2007), where it received an extremely positive response from Vice-Chancellors and other sector stakeholders.

The website provides UK university staff engaged in international activities with current and relevant information. It is designed to act as a 'one-stop-shop' for staff to find out the latest HE information from around the world, keep up to date with the work of the Unit, and access the latest research from within the UK and overseas.

For example, an international officer seeking information on India can arrive at a dedicated India page within three clicks of the homepage. There s/he can access 245 news stories on the latest developments in Indian higher education. A **library** currently contains 10 documents on Indian HE, a **links** page gives hyperlinks to government departments, agencies and information providers. A **background and statistics** page gives an overview of that country's HE system. This feature of the website offers the UK HE sector an efficiency saving, as it potentially saves international officers having to trawl the internet individually for such information.

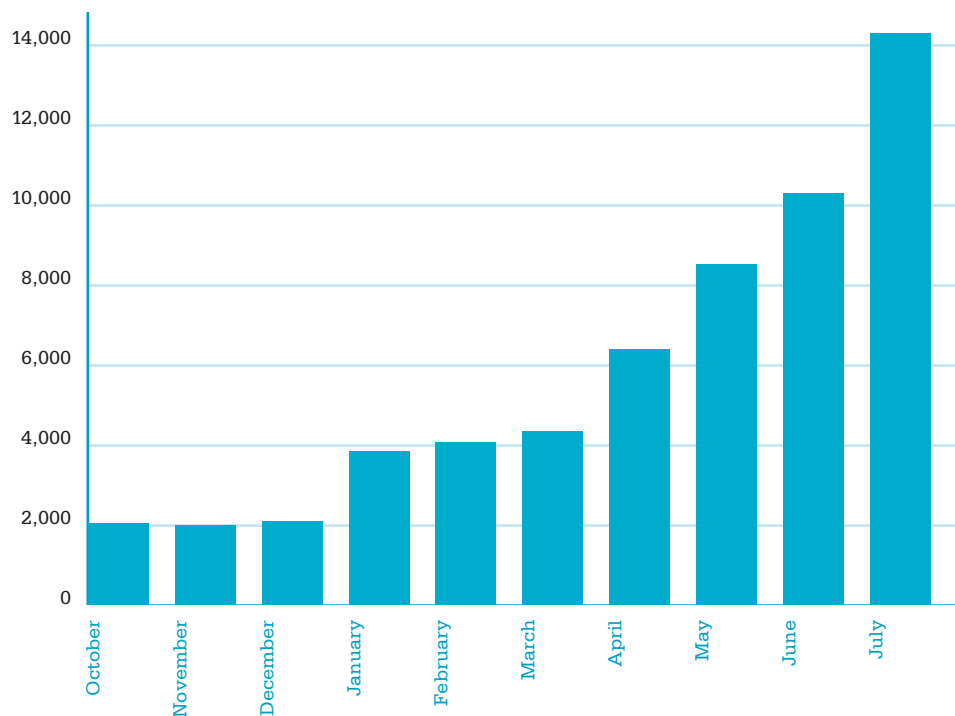
Developments throughout 2007–08 have ensured the website remains a user friendly and interactive website. A **documents library**, developed in association with web development company EPIC, was launched in November 2007. It contains a powerful search engine that allows users to search 738 general HE documents (eg, UNESCO, World Bank) uploaded to date. For example, a keyword search of 'quality' brings up 33 relevant documents. Users are able to refine the search further by country, year or author/organisation.

January 2008 saw the creation of a **secure area**, accessible only to UK university staff. This is designed for International Unit research reports and other documents of strategic importance. This is important given that 58% of all traffic to the website can be identified as 'international'. Vice-Chancellors, PVCs and Heads of International Offices were given the password details.

More recent additions to the website include social bookmarking links which allow users to share content and help to expand the website's presence on the internet. An 'RSS feed' has been attached to the **latest news** box on the homepage, allowing users to sign up to receive immediate notifications of new stories, and users can now subscribe automatically to receive the Unit's newsletter, *International Focus*. The website is fully accessible to visitors via BlackBerry, and 'text only' and increased font size versions are available.

Since its launch the website has grown considerably in size, in terms of web pages and content, and has been well received by both the UK HE sector and overseas visitors. This is evidenced by the sustained growth in traffic.

Figure 1
Number of visits to the website, October 2007 – July 2008

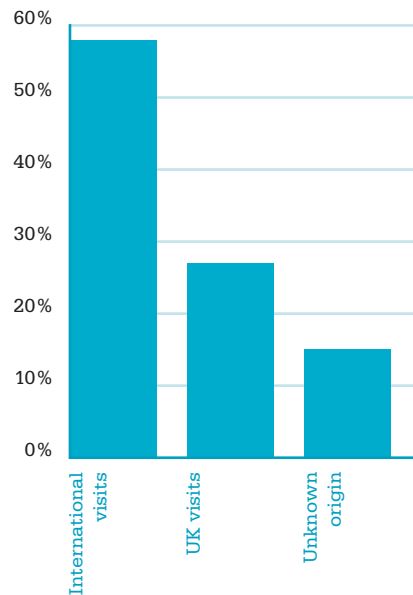


The above chart shows that there was an extraordinary rate of growth in the number of visitors to the website between January and July 2008. Members of the International Unit had been very pro-active in promoting the Unit to UK universities (see **engagement** section). In addition, content is added to the website every working day, and this enhances its utility.

Website use
01 October 2007 – 31 July 2008

- total number of visits to the website
62,453
- average number of visits per day
192
- unique visits
35,418
- total hits
832,628
- average number of hits per day
2,561
- total page views
226,010
- average number of page views per day
695
- UK visits
27%
- international visits
58%
- 'unknown' visits
15%

Figure 2
International vs UK visitors
to website, October 2007 –
July 2008



A 'visit' begins when a user views their first page on the website and ends when they leave the site. The 'total visit' figure given above includes new and return visits. Of the 62,453 visits, 35,418 were 'unique visits'.

Page views indicate a hit to any file classified as a page, for example, [our research and publications](#) page or [media](#) page. It is important to contrast the value for 'page views' with the value for 'hits'. A hit indicates when a file is requested by a visitor. A hit can be anything from requesting a news story from the China news page, to downloading an issue of *International Focus*. 832,628 hits were recorded in 10 months and the Unit remains on course to have 1,000,000 hits in the website's first year of operation.

Interestingly, 58% of users are accessing the website from outside the UK. This data is based on a visitor's ISP (Internet Service Provider) and it should be noted that in some cases a visitor's ISP may not be in their country of origin. At the moment, the Unit uses Webtrends for statistics but it is impossible to determine exact country of origin for all visitors. In addition, the locations of 15% of visitors could not be determined.

From September 2008, the International Unit will use Google Analytics, a free statistics provider which is script-based and will give a more accurate reading for geographical analysis. However, there will always be a percentage of visitors of 'unknown origin'.

According to Webtrends, the main countries from which visitors access the website include the US, Australia, Sweden, the Netherlands and United Arab Emirates.

Figure 3
Traffic to website
from the top 10 visitor
countries (%)

- US (42%)
- UK (27%)
- Origin unknown (18%)
- Australia (3%)
- Sweden (2%)
- Western Europe, country unspecified (2%)
- Netherlands (1%)
- United Arab Emirates (1%)
- Germany (1%)
- Singapore (1%)

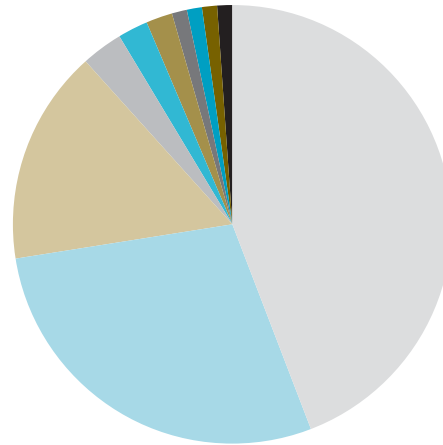


Figure 4
Top 20 countries for the
number of news stories
on website

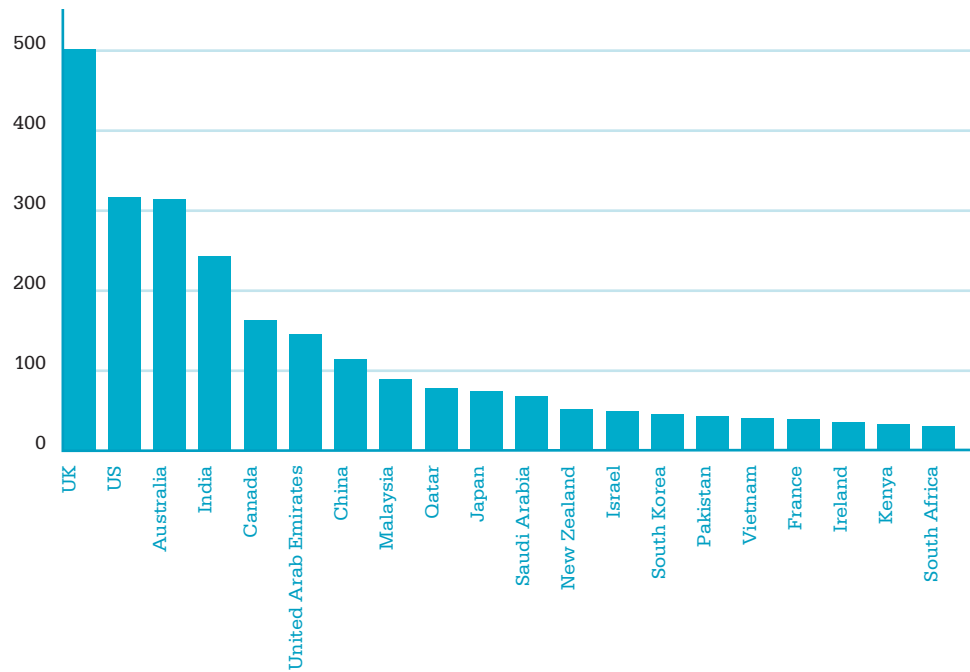


Figure 5
Top 20 countries for the
number of documents in
library website

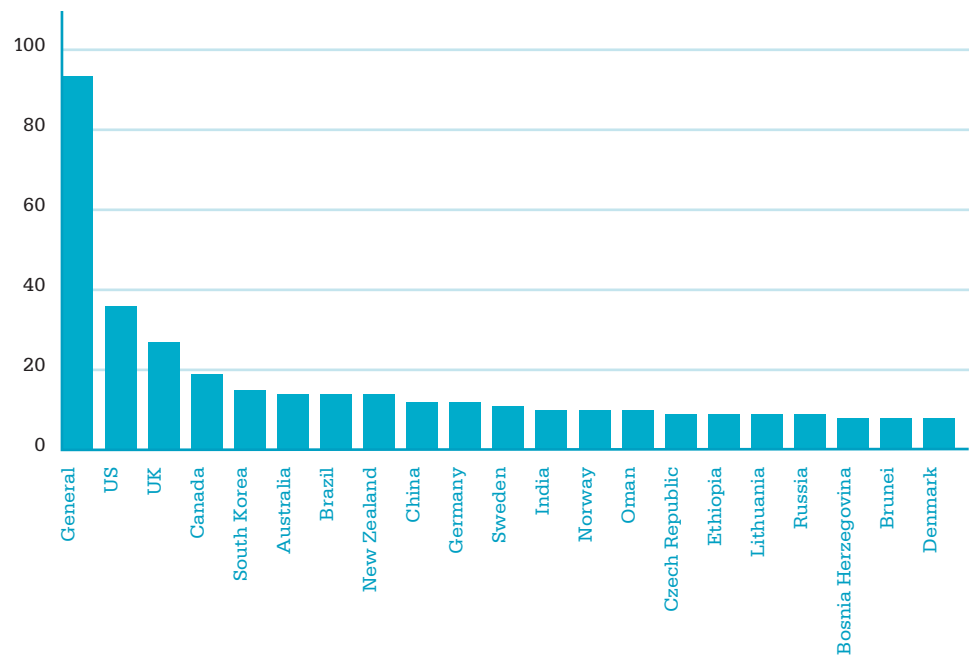
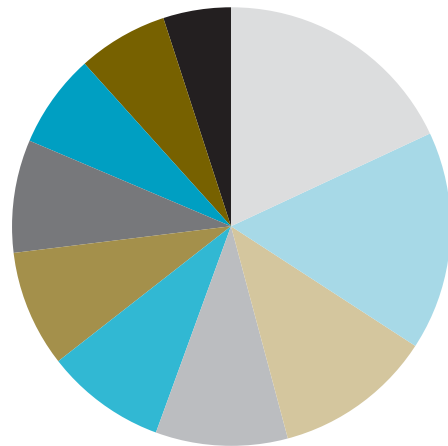


Figure 6
Country profile webpages
attracting the most visits

- UK
- China
- India
- Australia
- US
- United Arab Emirates
- Malaysia
- Uganda
- Canada
- Saudi Arabia



A daily news service with RSS feed is provided on the homepage. In addition, each [country profile](#) has a news section updated frequently. Country news sections do not yet have the RSS feed facility, but there are plans to roll this out across the website in the coming year. News is sourced from media outlets around the world and presented in a digest version with a link back to the original article. On 31 July 2008 there were 3,447 news articles on the website. Figures 4 and 5 show which countries hold the most news stories and documents.

Activity within the [country profiles](#) section of the website shows that the UK pages receive the most traffic, followed by China, India, Australia and the US.

Please accept my congratulations on what is both an entertaining and informative product.

Ainslie Moore
Acting Director
International Relations
Universities Australia
June 2008

Very droll! I do like the style of *International Focus* – so many of these news roundups are really dry – but *IF* always manages to provoke a smile.

Rachel King
Head of Study Abroad and Exchanges
University of Birmingham
July 2008

International Focus

International Focus, the Unit's fortnightly electronic newsletter, provides a comprehensive and lively round-up of the latest international higher education news from the UK and worldwide. It is distributed via a cover e-mail containing a table of contents and a link to the newsletter itself which is held on the Unit's website in pdf format. Back-issues are held on the website under [our research and publications](#). All stories contain hyperlinks to original sources, for example, to newspaper articles, in the text, as required. Hyperlinks are indicated by **bold** type.

Issue 1 was published on 11 September 2007 (in time for the Unit's formal launch at the annual conference of Vice-Chancellors). The initial distribution was about 400 names. Between then and 31 July 2008, **22 issues** were published and the distribution list reached **3,500** names, of which perhaps one-third are from outside the UK. The topics covered can affect the origin of requests to be added to the distribution: dozens of requests were received from Australian university and government staff following coverage of the current HE review in that country.

Readership increased greatly over this period. Anecdotal evidence suggests that early recipients at UK universities forwarded the cover e-mail to colleagues, many of whom would then request to be added to the distribution. This secondary distribution may account partly for the fact that the number of actual downloads of each issue is approximately double the number of primary recipients. Issue 20 of 02 July 2008 was downloaded **7,642** times by the end of July.

The newsletter is evolving visually; design changes have ensured a readable and attractive publication. In response to feedback, colouring on the homepage banner was changed to enhance legibility. The spacing between stories increased, as did the size and frequency of images. The pagination increased from six to eight pages per issue.

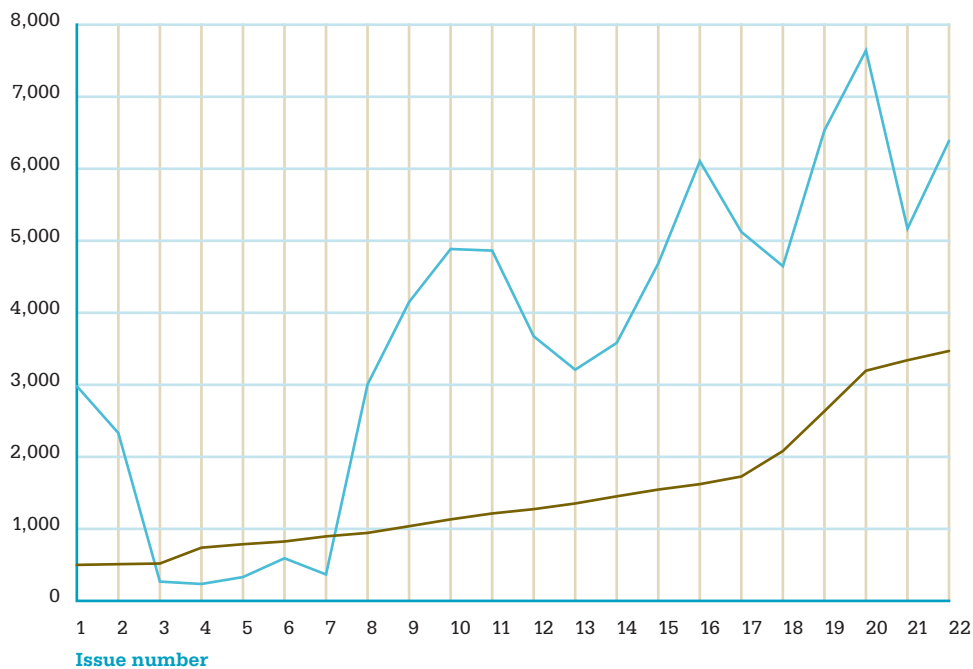
International Focus also acquired more of a personality through the use of restrained commentary within news pieces.

Figure 7
International Focus
subscriptions and downloads
trend, October 2007 –
July 2008

- Number of downloads
- Number of subscriptions

Note:

- i Data captured on 05 August 2008
- ii The download trend for issues 3 to 7 does not reflect the actual number of downloads. The hyperlink to access the newsletter was not running through the live site, which resulted in uncounted downloads for these issues. The hyperlinks were changed to run through the live site.



It is a relief and a change to read something which does not focus too exclusively on student recruitment and international education 'markets'.

Tao-Tao Chang
 Head of International Office
 University of Cambridge
 April 2008

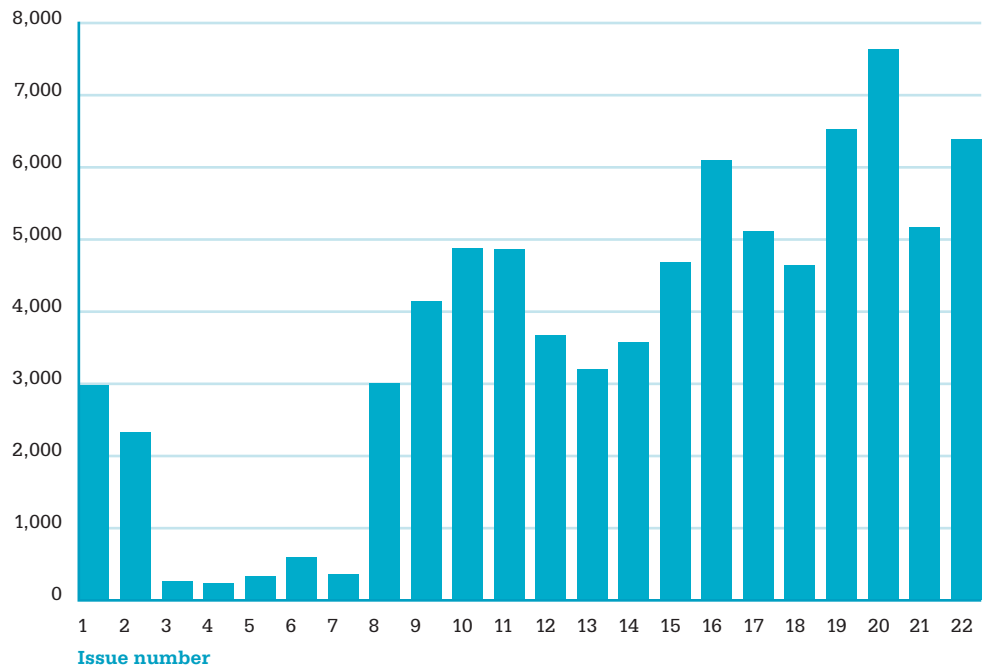
The front page of *International Focus* contains a 'top story' which typically provides information and analysis on a new publication or HE initiative here or abroad, or offers comparative material to provide international context for a UK news story. An example of the latter would be a report on what the Australians and Canadians are doing with student visas to provide context for recent changes to the UK immigration system. Another angle would be to provide analysis on what a particular international story means to the UK sector. The front page also provides a brief contents list and dates for upcoming conferences.

Most of the remainder of the newsletter contains shorter pieces arranged thematically: sections are headed **markets and intelligence**, **research and collaboration**, **recruitment**, and **laws and regulations**. This serves, *inter alia*, to drive home the point continually that HE internationalisation is about more than student recruitment. Each issue has a middle section of 1–2 pages, entitled In Focus, which normally contains a guest-authored article from the UK sector or a conference report.

Figure 8
Number of downloads of
International Focus

Note:

- i Data captured on 05 August 2008
- ii The download trend for issues 3 to 7 does not reflect the actual number of downloads. The hyperlink to access the newsletter was not running through the live site, which resulted in uncounted downloads for these issues. The hyperlinks were changed to run through the live site.



Impact

A selection of feedback comments on *International Focus* are in the margins of these pages. In addition, the impact of content is occasionally measurable. UKTI, which provided the Unit with information on a collaboration opportunity with the Bahrain Institute of Banking and Finance (see *IF18*, p2), subsequently advised that a university in Wales had made enquiries. Similarly, the Qatar National Research Fund received 20 enquiries, markedly higher web traffic and invitations to make presentations following a piece in *IF19* that advised the UK sector on a major new Qatari research funding programme.

Can I commend you on a really excellent edition of the Newsletter. Very informative and attractively laid out.

Neil Kemp
 NK Education
 April 2008

Just to say congratulations, once again... You seem to have an expert way of turning round news stories very fast from various parts of the globe... Incidentally sitting next to Peter Williams this morning (CEO of OAA) who said he felt the same!

Dominic Scott
 Chief Executive
 UK Council for International Student Affairs
 November 2007

Media

The International Unit's activities have been covered by both UK and international press and the Unit now has working relationships with the Times Higher Education, national newspapers and The Australian newspaper. Press releases are issued for report launches and visits, and coverage to date includes the examples below.

Press relations

The Unit receives requests from media outlets for market intelligence on competitor countries as well as input for Universities UK responses to more general enquiries. Recent examples of these include:

- Provided a response to a Sunday Times report by Jack Grimston on the Chinese student experience. The newspaper had in their possession an unpublished report by the Hong Kong University of Science and Technology which discussed complaints by Chinese students about the quality of UK university degrees.
- Times Higher Education reporter, John Gill, contacted the International Unit for material about the Middle East for a feature piece. The Unit provided the journalist with access to the Country Briefings on Oman and Qatar and Shaun Curtis discussed the latest HE issues in the region over the phone. As a result the Unit was credited in the 22 August 2008 issue of the Times Higher Education.



July 2008

The Times Higher Education and The Australian Reports on the launch of the International Unit research publication, *The UK's Competitive Advantage: The Market for International Research Students*.



March 2008

World University News 30 March report on Digby, Lord Jones of Birmingham's keynote speech at the UK HE International Unit/i-graduate conference, *Rethinking Higher Education: The Practice of Internationalisation*. The article also includes comment from Dr Shaun Curtis, Head of the International Unit and a summary of the report launched at the conference, *The Practice of Internationalisation: Managing International Activities in UK Universities*



May 2008

The Times of India 05 May 2008 report on the International Unit's research publication, *The Practice of Internationalisation: Managing International Activities in UK Universities*, based on interview in Delhi with Dr William Lawton



April 2008

Hindustan Times (India) 14 April 2008 interview with Professor Rick Trainor, President of Universities UK, quoted the International Unit's Policy Adviser, Dr William Lawton, who organised and accompanied several UK Vice-Chancellors on a visit to India.

Summary of research

The International Unit has an active research programme designed to add value to its intelligence provision in a timely, relevant and practical way as expected in the Business Plan. The three completed projects and four ongoing projects (as at 31 July 2008) are detailed below. The selection of topics for research is strategic and consultative: initial discussions were held with a number of VCs (including members of UUK's International and European Policy Committee), PVCs, International Office Directors, the UUK Director of Research and sector agencies. An information note was sent to all VCs in May 2007 and the resultant feedback identified priority issues. The Advisory Board, since its inception in January 2008, has been a further source of strategic guidance on research to consider pursuing.

The research programme therefore responds to the emerging concerns of the sector. The reports address the specific interests of UK universities. They provide descriptive narrative, data, analysis and concise policy recommendations. They go beyond saying 'this is what is happening' to saying 'and this is what it may mean for your university'. Hard copies of the reports are sent to all UK universities and sector stakeholders and are available electronically only to UK stakeholders on the secure part of the website. Non-UK requests for reports are usually and politely refused.

Steering groups formed of PVCs and International Office Directors and other comparable practitioners provide guidance to most of the research consultants. This is especially important for complex projects like those on international research students and the Middle East.

Seven projects were initiated during the year, and three published to date.

- *The Practice of Internationalisation: Managing International Activities in UK Universities*
- *International Research Collaborations: Opportunities for the UK HE Sector*
- *The UK's Competitive Advantage: The Market for International Research Students*
- *Offset Schemes – Opportunities for British Universities?*
- *HE Trends and Developments in the Middle East: Opportunities for UK Universities*
- *An Analysis of Competition for International Students from Other European Countries*
- *UK HE Engagement with Iraq*

The International Unit has succeeded in acquiring additional external funding and forming partnerships for the research programme. Some £51,000 was secured through PMI2 for the first four projects. The Middle East project (see below) was commissioned jointly with the British Council, which has made a £20,000 contribution. A project on UK HE engagement with Iraq (see below) is funded jointly with DIUS (£5,000) and BUIC (£1,000). UKTI contributed £5,000 and free use of the Victoria Street conference centre for the launch of the report on managing international activities at universities. The International Unit is also the minority funder on two joint projects: on international research collaboration (with UUK's Research Unit) and competition from other European countries (with the Europe Unit).

Research published

Consultant

John Fielden
CHEMS Consulting
Hampshire

Published

April 2008

The Practice of Internationalisation: Managing International Activities in UK Universities

This report provides an analysis of how the full range of international activities at UK universities are organised and managed. This has relevance for the whole sector, as every university conducts activities with some international aspects. Engaging in international activities goes beyond International Offices and affects each academic and administrative staff member and department. This poses managerial challenges for universities.

The report takes a critical look at some UK case studies in managing international activities. Some international, comparative material is provided. It does not offer a single template or one-size-fits-all answer but rather provides a typology of models for senior university managers to compare with their own efforts. The report provides concise recommendations for the consideration of university managers in the process of implementing international strategies.

This report was launched and its findings presented at an international conference for the UK HE sector, co-organised by the International Unit, on 13 March 2008. Attendance was in excess of 130 (see [events](#) section).

Feedback on the report has been very positive. Although all UK universities received copies of the report, the International Unit received many further requests for multiple copies. Requests were received from organisations abroad such as the AUCC. An unknown person sent the pdf of the report to the Times of India, which interviewed Bill Lawton when he was in Delhi and ran a full-page piece on the report on 05 May 2008.

Comments received on the report have been generally on the concise nature of the material and the practical nature of the recommendations.

Consultant
Technopolis Ltd
Brighton

Published
May 2008

(Joint project with UUK)

International Research Collaborations: Opportunities for the UK HE Sector

This work was jointly commissioned with UUK, the majority funder. The report examines in a comparative context how UK universities manage their international research collaborations. It provides information on the trends in, and benefits of, international research collaboration, a comparative analysis of funding policies for international research collaboration in selected competitor countries, an analysis of the strategic management of international research collaboration at UK universities, suggests opportunities to develop this further, and guidance on growth areas in terms of future sectors and partner countries.

UK researchers, notably in core STEM subjects, are hugely active in international collaborations: their number is 50% higher than 10 years ago. More than one-third of the 700,000 research articles published by UK-based researchers over the last 10 years have an international co-author. Almost half of all PhD students and around 40% of all researchers in the UK are non-UK citizens.

Primary data was obtained through a sector-wide survey of VCs and PVCs with a good response rate. The report claims that the levels of UK government funding for scholarly research is on par with competitor countries. But survey respondents also suggested that the Higher Education Innovation Fund should be deployed to help universities consolidate and develop fledgling strategic partnerships on a co-financed basis. Other suggestions for developing strategic capability for innovation were a government-coordinated promotion of groupings of UK universities to international partners, and more measures to support cross-institutional networking and learning amongst UK managers and researchers involved in international research collaboration.

Interim findings from this research were presented at two events in 2007: a UUK Members' meeting on 20 November and a Breakfast Briefing at the House of Commons on 27 November. Attendance for both events was about 90 (see [events](#) section). Some of the findings of the research were incorporated into UUK's formal submission to DIUS for the consultation on their innovation white paper in early 2008.

Consultants
Neil Kemp
Will Archer
Colin Gilligan
Christine Humfrey

Published
July 2008

The UK's Competitive Advantage: The Market for International Research Students

This work was commissioned to provide a quantitative and qualitative analysis of the challenges to the UK's pre-eminent position as a destination for postgraduate research (PGR) students. The UK has a 15% share of the international market for these students and almost half (42%) of all postgraduate research students in the UK are from abroad. These students raise the research output of our universities, augment the knowledge base of the country, heighten the UK's capacity for innovation and enhance the UK's strategic position in the future international economy.

Other countries are upping their game in trying to attract them; these include countries that not long ago were viewed as sources of brainpower rather than competitors for it. There is no guarantee that the UK lead can be maintained without taking steps to strengthen our offer – at both national and institutional levels – to prospective research students.

The research team assembled and interpreted up-to-date data based on HESA statistics, the International Student Barometer from i-graduate, and a customised survey of UK universities. The report gives UK universities strategic options for consideration in international recruitment. It tells UK universities why international PGR students choose a particular country and institution to study in and it reveals the increasingly demanding expectations of these students. The major factors influencing choice of study are departmental and institutional reputations, particularly for research and teaching quality. Funding support is vital, with scholarships and affordable fees major pull-factors.

The research reveals contraction in some specific recruitment markets where the UK has traditionally excelled. There is an oversupply of international research students in some subjects and potential undersupply in others, which suggests the need to reconsider funding and scholarship provision.

This report was launched and its findings presented at a Breakfast Briefing at the House of Commons on 16 July 2008. There was a full house of about 90 attendees (see [events](#) section). There will be a major conference which incorporates the findings of this research at the Victoria Street conference centre in March 2009.

The report's impact is being felt, in the first instance, because of the announcements by the FCO and HEFCE that funding would be withdrawn for the Commonwealth and Overseas Research Students Awards Scheme, respectively. In the latter case, UUK used the findings of the research to argue against the cuts.

Times Higher Education and the Australian newspaper ran substantial pieces on the report on 17 July and 06 August, respectively. Requests for copies of the report from competitor organisations such as Nuffic also provide evidence that the International Unit's output is of interest and note abroad. The Unit will continue to monitor feedback for this report.

Ongoing research

Consultant
edengene
London

Completion expected
December 2008

Offset Schemes:

Opportunities for UK Universities?

Offset schemes are commercial obligations frequently imposed by governments when procuring large contracts. They require that a portion of the contract value is reinvested back into the local economy to help achieve economic development goals. The successful contractor agrees to 'offset' a proportion of profits back into a sector of the economy. For example, a large contract to build a telecommunications network in the United Arab Emirates, or a defence contract in South Africa, will usually require as much as 25% of the contract to be reinvested back into the host country through the creation of joint ventures. The aims are usually economic diversification, technology transfers, and/or educational and training opportunities for local citizens.

This study is modest in scope. It will seek to determine the nature and extent of opportunities for UK universities in helping to realise the offset obligations of UK companies in overseas markets. The work will provide data on the existing level of UK and competitor university involvement in such schemes, assess the viability, potential benefits and risks in such partnerships, and consider future partnership opportunities in the medium term.

In order to focus the research, discussions were held with the British Offset Office (joint BAE/MoD) and the MoD's Head of Industrial Participation Unit in the Defence Export Services Organisation.

Offsets are often part of large defence contracts and university involvement in that sector may be sensitive. Therefore, dissemination of the report from this research is likely to be through direct distribution to universities rather than through a public event, at least in the first instance. There is scope to target Heads of Enterprise at UK universities as well as Heads of International Offices and PVCs.

Consultant

Illuminate Consulting Group
San Francisco

Commissioned jointly with
the British Council

Completion expected
early December 2008

*HE Trends and Developments in the Middle East:
Opportunities for UK Universities*

This work was commissioned jointly with the British Council.
The International Unit is the majority funder.

This project will provide in-depth intelligence on the opportunities and barriers to greater collaboration with HE systems and institutions in the Middle East. It is motivated by the high level of importance now attached to the Middle East by UK universities. The project includes consultations with policy-making and stakeholder organisations, individual institutions, and educational experts.

The following countries are covered:

Saudi Arabia, United Arab Emirates (by Emirate), Kuwait, Oman, Qatar, Bahrain, Egypt, Jordan, Libya, Morocco, Tunisia, Algeria.

The project incorporates:

- background socio-economic and HE data provided by British Council country profiles
- overview of existing UK activities in the Middle East
- overview of UK competitor activities in the Middle East (including US, Canada, Germany, France, Australia, India, New Zealand)
- analysis of demand for HE in the Middle East, including their views of skills requirements
- higher education in the Middle East: How the market works
- risk assessments for UK HEIs engaged in the region
- the future supply of HE in the Middle East: some guidance to UK universities

The data and analysis will be made available to UK universities to guide future engagement strategies in this region. An edited version of the report will be made available outside the UK.

Consultant

Illuminate Consulting Group
San Francisco

Commissioned jointly with
the British Universities Iraq
Consortium and the Department
for Innovation, Universities
and Skills

Completion expected

February 2009

UK HE Engagement with Iraq

This is a smaller project being undertaken by the same consultant as for the Middle East project. It is a joint undertaking and the International Unit is the majority funder.

Its purpose is to investigate how UK universities can engage with their Iraqi counterparts as the process of reconstruction proceeds, and how Iraq can benefit from capacity-building expertise in the UK. UK universities are committed to helping the Iraqi HE sector through the auspices of the British Universities Iraq Consortium.

Iraq once possessed the finest universities in the Middle East but two decades of sanctions, war and insurgency has left them in a parlous state. Serious capacity, security and bureaucracy problems hamper attempts to rehabilitate the sector.

The report will advise on the best match that can be made between HE needs in Iraq and the knowledge available in the UK. To do this it will include assessments of:

- the size and structure of Iraqi HE systems, including Kurdistan
- existing UK-Iraq HE links
- expansion plans of the Iraqi HE sector (eg national scholarships programmes) and how the UK may benefit from such expansion
- how the UK can contribute to capacity-building inside Iraq
- what competitors are doing in capacity-building, and lessons to be learned
- what the barriers are for greater university engagement in Iraq and how they can be overcome, within both the UK and Iraq

Consultants

Observatory on Borderless
Higher Education and
Kingston University

Commissioned jointly with the
UK HE Europe Unit

Completion expected

March 2009

An Analysis of Competition for International Students from Other European Countries

This work was commissioned jointly with the HE Europe Unit, which is the majority funder. The Business Plan called for the International Unit to 'take every opportunity to collaborate and co-ordinate its work with that of the Europe Unit'. This project is evidence of such collaboration.

The aim of the study is to provide UK universities with data on other European countries' national policies and approaches to attracting international students, an analysis of where the competition may arise, over the next five years, at both undergraduate and taught master's levels, and recommendations on how UK universities could respond to this intelligence.

National organisations and two universities in each of eight countries will be investigated: UK, Germany, France, Netherlands, Sweden, Switzerland, Spain, Poland. The following country-specific data will be collected and analysed:

- fees
- english-language provision
- international recruitment policies
- distance learning and TNE developments
- other national policies for HE promotion, if any
- other HE sector promotional activities
- country of origin of international (non-EU) students at undergraduate level
- the ranking of degree programmes (disciplines) taught in English, by order of popularity
- which markets (EU and non-EU) supply students for these programmes

The work will consider the possible impacts of political processes such as the extension of the Schengen Area and the Bologna Process' impact on degree structures. Practical policy considerations for UK universities will be provided.

It is envisaged that an edited version of the final report will be made available outside the UK. A launch event for the work will be coordinated with the Europe Unit in early 2009.



A great meeting and terrific report. Congratulations, I'm very impressed and I believe those efforts will bring you increased support across the sector and beyond.

Don Olcott
 CEO
 OBHE
 on the International Unit's
 Breakfast Briefing report launch
 House of Commons
 July 2008



Delegates network at The UK's Competitive Advantage: The Market for International Research Students Breakfast Briefing at the House of Commons (July 2008).

Bill Rammell MP and other panel members address the audience at Britain's Place in the Global Higher Education Market Breakfast Briefing (July 2007).



Events

The International Unit organised a series of three Breakfast Briefings and a major conference in the first year of operation, all of which were extremely well, or indeed, over-subscribed. These events provide a forum for debate amongst HE practitioners, government policy makers and industry.

Breakfast Briefings

Dining Room A
House of Commons
18 July 2007

Britain's Place in the Global Higher Education Market

A full room of 76 delegates from government, industry and the higher education sector attended this Breakfast Briefing, hosted by Tim Boswell MP and jointly organised by the International Unit and the Council for Industry and Higher Education. It was the first public event undertaken by the Unit some seven weeks before our official launch.

The event began with addresses from Bill Rammell, Minister for Higher Education, and Professor Drummond Bone, Vice-Chancellor of the University of Liverpool and then President of Universities UK, on the need for the HE sector to encourage greater outward student mobility for UK students. Two research reports were launched that morning. Professor Paul Wellings, Vice-Chancellor of the University of Lancaster, presented the findings of a Universities UK report on Talent Wars: the Market for International Staff. The Council for Industry and Higher Education published a new report on the Global Horizons for UK Students. The author of the report, John Fielden, outlined the barriers preventing UK students from studying overseas and potential means for overcoming the problem.

The Terrace Marquee
House of Commons
27 November 2007

Global Research Opportunities for the UK

This Breakfast Briefing was organised by the International Unit and the Research Councils UK. The host, Phil Willis MP, welcomed 90 delegates and Ian Pearson MP, Minister for Science and Innovation, gave the opening address. Professor Ian Diamond, Chair of RCUK, spoke on the Council's new International Strategy, their new offices abroad and the establishment of a new international unit within RCUK, while Professor Rick Trainor, President of Universities UK, spoke on the importance of international research collaboration to the UK sector. Paul Simmonds of Technopolis provided a summary of the interim findings of his work on this topic, commissioned jointly by Universities UK and the International Unit. This work was subsequently published in May 2008.



The Terrace Marquee in the House of Commons was packed for the International Unit's Breakfast Briefing in November 2007.



This was a hundred times better than the Guardian HE Summit – in content, format delegates and organisation.

Edmund Dixon
Head of Strategic Partnerships
Open University
on the Rethinking Higher Education conference
March 2008



A brief e-mail to say that I felt today's conference was excellent. It provoked, was superbly organised, had clear and thoughtful presentations and offered very useful networking opportunities. Probably the best one day conference I've been to. I came away energised!

James McBain
Director of International Strategy
University of Surrey
on the Rethinking Higher Education conference
March 2008



The International Unit's annual conference, Rethinking Higher Education, was well received by delegates who listened to Digby, Lord Jones of Birmingham and other colleagues from the sector.

The Terrace Marquee
House of Commons
16 July 2008

The UK's Competitive Advantage: The Market for International Research Students

More than 80 delegates from government, parliament, industry and the higher education sector attended this event, hosted by Dr Roberta Blackman-Woods MP. Bill Rammell MP, Minister for Higher Education and Professor Rick Trainor, President of Universities UK, addressed the audience on the importance of postgraduate research (PGR) students to the UK HE sector and the UK economy more generally. Dr Neil Kemp, the lead author, presented the findings of the research.

Annual conference

Victoria Street
Conference Centre
13 March 2008

Rethinking Higher Education: The Practice of Internationalisation

More than 130 delegates attended the International Unit's conference on how internationalisation is managed within UK universities. Organised in association with i-graduate and Universities UK, with support from UK Trade and Investment, the conference was the first in a series that the International Unit will conduct investigating the direct impact of internationalisation on the UK HE sector.

Professor Caroline Gipps, Vice-Chancellor of the University of Wolverhampton, kicked off proceedings with a speech that outlined the changing nature of internationalisation over the last 20 years, while Lord (Digby) Jones of Birmingham, Minister for Trade and Investment, delivered a keynote address on the importance the HE sector to the competitiveness of the UK economy.

Topics under investigation included an analysis of the growth of private higher education and its impact on the UK sector, and new research revealing what motivates and influences the study choices of international students. Delegates were given a pre-publication copy of the International Unit's first research report – *The Practice of Internationalisation: Managing International Activities in UK Universities*. See [annex 3](#) for a summary report of the conference proceedings.

The Vice-Chancellor, as well as I, greatly appreciated the Briefings you provided on Oman and Qatar. The most helpful aspects were concision, cross-referencing (to other reports such as the interesting World Bank report on MENA), timeliness and, especially, inclusion of weaknesses, tensions and criticisms in the education systems – that's the sort of information that is difficult to find elsewhere.

Matthew Moss
 PA to Vice-Chancellor
 University of Cambridge
 on Oman and Qatar
 Country Briefings provided
 for visit to Middle East
 February 2008



The six Country Briefings designed and written by the International Unit have proved invaluable to Vice-Chancellors and other UK university staff on overseas visits. Further additions to the series are planned in the coming year.

Country Briefings

Since January 2008, the International Unit has compiled six Country Briefings:

- China
- India
- Qatar
- Oman
- Singapore
- US (California)

The documents are tailored for Vice-Chancellors and university officers for use during their overseas visits. Each Briefing provides current information on market, legal and regulatory developments within each country, as well as material on existing HE links with the UK.

The countries were initially provided on demand for Vice-Chancellors, primarily when they are representing the sector on overseas visits and not usually for specific university business. The Unit thereby fills a gap in the market that would not be covered by International Office staff. Furthermore, the Briefings are different from the type of material provided by the British Council, containing current information on HE trends and regulation and some foresight analysis. This complements data provided to universities by the British Council.

Impact

The China and India Briefings were used by Professors Rick Trainor, Malcolm Grant, John Hood, Colin Campbell and Drummond Bone, travelling as part of the Prime Minister's delegation to these countries in January 2008. An updated India Briefing was supplied to Professors Rick Trainor, Paul Wellings, Caroline Gipps and Andrew Hamnett during their visit to Delhi in April 2008. Bill Rammell MP, Minister for Higher Education requested a copy for his visit to the country in May.

The Qatar and Oman profiles were used by Professor Alison Richard and her University of Cambridge team during a visit to the Middle East in February.

The Singapore document was supplied to Professors Christine Hallett, Shirley Pearce, Nigel Thrift and Paul Webley when they accompanied Bill Rammell there in April.

David Eastwood, Chief Executive of HEFCE, requested the California Briefing in preparation for a visit in July 2008.

The Country Briefings continue to be used by International Office staff at individual universities. For example, staff at the University of Reading used the Oman Briefing in preparation for their visit there, while senior staff from Cambridge and UEA used the India Briefing before visits. The Unit's website is also of assistance. LSE staff, for example, used the Brazil page on the website in preparation for a trip to Rio de Janeiro by Sir Howard Davies.

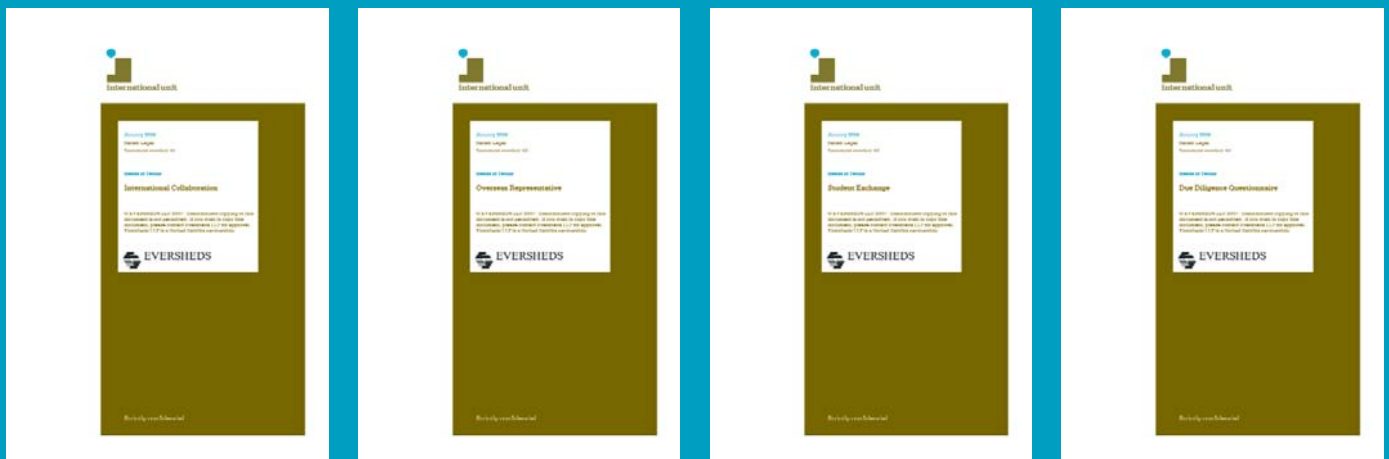
In January 2008 the International Unit launched its Legal Series in association with law firm Eversheds. The four documents give an overview of the legal requirements for UK universities' activities in overseas collaboration, student exchange programmes, engaging overseas representatives and a due diligence checklist.

Due diligence questionnaire

Under the QAA Code on collaborative provision, there is a requirement for due diligence to be carried out by UK higher education institutions on partner institutions. That would usually comprise legal, financial and (normally) commercial due diligence. The checklist, which is compliant with the QAA code, is an example of legal due diligence that could be carried out on proposed partner institutions. Clearly, this document needs to be tailored to each and every arrangement and is intended to be used for non-UK partners.

Heads of Terms

Having Heads of Terms (sometimes called a Memorandum of Understanding) agreed and signed before moving to a formal legal agreement is a useful precursor. It avoids any misunderstandings between the parties as to the nature and extent of the arrangements and is a useful aide memoire in drafting of the formal legal agreement. The Heads of Terms documents are intended to provide a generic model of the basic issues with which those three types of international activity normally encompass.



The International Unit teamed up with Eversheds law firm to produce the Legal Series. These provide examples of Heads of Terms for UK universities establishing overseas collaborations.

The International Unit's Fact Card, Global Opportunities for UK Higher Education, was the Unit's first publication. Its original purpose was to introduce the Unit and its work to the UK HE sector. The Fact Card details the UK as a global leader in higher education provision, but also highlights growing trends and challenges that will need to be addressed as the internationalisation of higher education continues and the UK needs to maintain its strong position against key competitors. One year on, the Fact Card and its statistics remain relevant for UK sector and it is still distributed to universities and other stakeholders for their events.



The International Unit's Fact Card provides a concise introduction to the Unit and statistics which demonstrate the UK's global lead in HE internationalisation and some challenges to it.

General engagement with stakeholders

The International Unit has developed links with a large number of organisations in the UK and abroad. The Unit has had contact with those listed below, at varying levels of engagement.

A smaller number of organisations are key collaborators. The British Council is one such. In the UK, the Unit's ongoing engagement with the BC Manchester office involves a joint research project on the Middle East and participation on steering groups for their own projects. Abroad, the Unit is working with the Delhi office on the current UK-India partnerships initiative that arose from the Joint Declaration of the two Prime Ministers in early 2008. These relationships have been positive and fruitful; they demonstrate that the British Council and the Unit are able to occupy complementary niches in HE internationalisation.

A number of teams within DIUS are also key collaborators: the Joint International Unit, HE International team, and China, India and Africa team. These collaborations involve sharing of intelligence, access to PMI2 funding for the Unit's research programme, and liaison on the UK-India partnerships initiative.

The Unit's engagement is both proactive and reactive. A typical example of the latter is responding to a request for information from DIUS. Another is compiling and writing a **country profile** in response to a request from a stakeholder when planning a trip abroad. Proactive engagement also takes a number of forms. The Unit seeks input from universities and other organisations for content for *International Focus*. Planning the research programme, meeting with prospective research partners and engaging consultants is proactive.

Engagement can develop from reactive to proactive; this was the case with both the US and India initiatives, which were initiated at government level and on which the Unit became progressively more involved.

The deepest levels of engagement are indicated as follows:

- B** Unit sits on Board or project steering group
- C** consultant hired
- K** key collaborator (ongoing shared work)
- P** partner or funding organisation

See list on next page.

Individual universities,
here and abroad,
are not included.

UK stakeholders

Academic and HE public-sector agencies

- Africa Unit, ACU
- Association of Commonwealth Universities
- K** British Council (mainly Manchester, Delhi, Beijing, Japan)
- British Library International Team
- British Universities Iraq Consortium
- B** eChina-UK
- P** GuildHE
- P** HE Europe Unit (see note on next page)
- K** HERO
- Higher Education Academy
- P** Higher Education Funding Council for England
- P** Higher Education Funding Council for Wales
- Higher Education Statistics Agency
- P** Higher Education Wales
- INTO Partnerships
- Quality Assurance Agency for Higher Education
- RCUK (Washington, Delhi, Beijing)
- P** Scottish Funding Council
- UK Council for International Student Affairs
- Universities and Colleges Admissions Service
- P** Universities Scotland
- P** Universities UK
- Wales International Consortium

Government

- Birmingham City Council
- K** British High Commission, India
- Department for Business, Enterprise and Regulatory Reform
- P** Department for Employment and Learning, Northern Ireland
- K** Department for Innovation, Universities and Skills
- East of England Regional Assembly
- Foreign and Commonwealth Office
- National Assembly for Wales/Welsh Assembly Government
- Scottish Parliament
- UK Parliament
- B** UKTI Sector Advisory Group for Education and Skills
- B** UKTI Universities Group

Think tanks and consultants

- C** CHEMS Consulting
- B** Council for Industry and Higher Education
- Demos
- Economist Intelligence Unit
- C** edengene
- Higher Education Policy Institute
- C/K** i-graduate
- K** Leadership Foundation for Higher Education
- C** NK Education Ltd
- C** Observatory on Borderless Higher Education
- PricewaterhouseCoopers

Other private sector

BAE Systems
British Offset office
China-Britain Business Council, London
CBI

K Eversheds

K Hobsons

International

Academic Cooperation Association (Brussels)
AICTE (India)

K American Council on Education

K Association of American Universities

Association of Universities and Colleges of Canada

Australian Education International

Australian Universities Quality Agency

C Illuminate Consulting Group, San Francisco

Institute of International Education (US)

Embassy of Canada, Washington

Embassy of Japan, London

European University Association

High Commission of Australia, London

High Commission of Canada, London

High Commission of India, London

Japan Society for the Promotion of Science

JWT Education, Washington

Malaysian Qualifications Agency

Ministry of Education (China)

Ministry of Higher Education and Scientific Research (Iraq)

K Ministry of Human Resource Development (India)

New Zealand Qualifications Authority

New Zealand Vice-Chancellors' Committee

Planning Commission (India)

Strategy Policy and Research in Education Ltd, Hong Kong

Universities Australia

K University Grants Commission (India)

Links between Europe Unit and International Unit

The International Unit is committed to working closely with its well-established sister unit, the Europe Unit. A good working relationship has developed – with agreed areas of geographical responsibility, although occasionally these overlap. The International Unit website contains a front page link to the Europe Unit website and this has been reciprocated with the launch of their new website. The International Unit also uses its communications to promote the Europe Unit, for example running an advert for the Europe Unit conference in *International Focus* and a small article on the re-launch of Europe Unit website. The two units are also working on a joint research project (see [research programme](#) section) that will be published in 2009.

UK engagement

Presentations

The International Unit has undertaken a significant number of visits to institutions and stakeholders to introduce them to the Unit's work. This has helped raising the profile of the Unit within its core constituency.

Thank you so much for presenting at the BUILA conference... Your session received excellent feedback from the delegates and was one of the highlights of the conference.

David Thornber
Senior International Officer
Durham University
in response to presentation
by Shaun Curtis at the BUILA
annual conference
July 2008

Thank you so much for taking the time to attend our International Day... We have received very positive feedback regarding your presentation which was well-received by QAA colleagues and our guests from HEFCE, UCAS and UK-NARIC.

Carolyn Campbell
Head of International Affairs
QAA
Letter to William Lawton
04 July 2008

Date	Presentation to
01 June	University of Edinburgh
01 June	Scottish Funding council
01 June	Napier University
02 July	HEFCW
02 July	Cardiff University
02 July	University of Wales Institute Cardiff
03 July	Swansea Metropolitan University
17 September	DELNI, Belfast
18 September	HEFCE, Bristol
14 November	Oxford University (two presentations)
31 October	Beihang University, China
28 November	GuildHE
21 February	Universities Scotland International Committee
22 February	University of Glasgow
29 February	Southampton University to the International Strategy Group
04 March	Birmingham Internationalisation Forum
05 March	Royal Holloway, University of London
07 March	Southampton Solent International Office
08 March	British Universities Iraq Consortium, Amman, Jordan
18 March	Hobsons International Conference, Birmingham
24 April	Visiting Thai delegation, Universities UK
01 May	Leadership Foundation Programme for Future Leaders
06 May	University of Nottingham International Office
13 May	GuildHE Arts Group
19 May	University of Bradford
06 June	Visiting Chinese delegation (GuildHE)
16 June	Cambridge University
18 June	Welsh Assembly, Cardiff University
25 June	UCAS conference, Brighton
01 July	QAA, Gloucester
15 July	BUILA annual conference, Durham

Overseas engagement

According to the Business Plan, a key role of the International Unit is 'ensuring that the UK participates in the establishment of bilateral and multilateral framework agreements that benefit UK higher education institutions'. Throughout 2007–2008, the International Unit was called upon to engage with partners in a number of countries. Two of these initiatives – India and the US – have taken up considerable time and resource within the International Unit. The Unit has no scope to take on any additional work while these projects are underway unless additional staff are recruited.

India

Since January 2008 there has been a consistently high level of activity for the International Unit in regard to India. At that time, the UK and Indian PMs signed a Joint Declaration which included a number of items on cooperation and partnerships in higher education. The Unit has been working on one of these, which envisages long-term partnerships between UK universities and the new elite Indian institutions which are part of the massive HE expansion plans by the Government. In the first instance, these partnerships will involve a 'mentoring' process between a small consortia of UK universities and one each of the new IITs, IISERs and research-led centrally funded universities. Faculty development is one of the Indian goals.

These partnerships represent an opportunity to reposition the UK as a 'partner of choice' for Indian HE after years of losing ground to the US. The International Unit has liaised frequently with the UUK President and provided updates and briefing notes for a number of follow-up activities.

The International Unit and British Council staff in Delhi organised a scoping visit to Delhi at the end of April to further the PM's initiative, for the UUK President and a delegation of three Vice-Chancellors. Bill Lawton accompanied the delegation to represent the UK sector in meetings with Indian Vice-Chancellors, the Director of IIT Delhi, the Chair and Vice-Chair of the University Grants Commission, the AICTE and senior government officials including the Deputy Chair of the Planning Commission and the PMO. The hosts were sounded out as to their expectations of, and readiness for, the long-term partnering arrangements. Internal briefing meetings were held at the British High Commission.

The UK-India Round Table, an annual high-level meeting, met in India immediately following this visit. The Round Table has a link to the UUK President through the PM's office. The International Unit supplied the Round Table with a note on the VCs' visit and was subsequently asked to provide them with a broader paper on UK HE aspirations in India and the obstacles to realising them. This paper was intended for the Deputy Chair of the Indian Planning Commission (the Chair is the Indian PM) and was submitted via the Foreign Office and British Council in Delhi for review.

The Unit provided DIUS with a series of detailed notes for a subsequent visit to India by Bill Rammell. More activity on this file is expected. An intergovernmental Education Forum scheduled for 18 July in London was postponed until September. The core purpose of this Forum will be for the DIUS Permanent Secretary and his India counterpart to sign a formal agreement on the partnerships initiative.

The current (end of July 2008) task is to communicate to the UK sector the opportunities and potential benefits that arise from this initiative. Because many uncertainties remain on how these partnerships will actually operate, the International Unit devised a detailed series of questions that were sent by the UUK President to the British High Commissioner in Delhi. These include seemingly simple issues like confirming the actual location and name of the Director for a new IIT to the more complex issue of the longer-term governance of the linkages, and ongoing uncertainties over UK and Indian funding. The intention is to communicate the necessary detail to UK universities in September.

It is envisaged that once a number of UK universities have expressed an interest in principle to become involved, the role of the International Unit in this project will diminish. The Unit's Advisory Board agreed that it should not be seen to be selecting individual universities (though UUK will have to do this to some extent) and that the Unit has insufficient resources to act as a longer-term secretariat to the established partnerships.

This narrative gives a flavour of the International Unit's involvement with the Indian Government and HE sector. There have been additional points of contact as well, including the Indian High Commission in London, the UK-India Business Council, the Confederation of Indian Industry and other private-sector interests.

US

In April 2008, Prime Minister Gordon Brown asked Prof Rick Trainor and Prof John Sexton (President of New York University), to chair jointly a group of educational leaders and produce a paper offering an analysis of the position of UK and US universities in the emerging global environment. The UK-US Study Group is composed of the following:

UK Members

Prof Rick Trainor

Principal
King's College London

President
Universities UK (Co-chair)

Prof Nigel Thrift

Vice-Chancellor
Warwick University

Prof Dame Janet Finch

Vice-Chancellor
Keele University

Prof Eric Thomas

Vice-Chancellor
University of Bristol

Prof Chris Snowden

Vice-Chancellor
University of Surrey

Dr Shaun Curtis

Head
UK Higher Education
International Unit (Deputy)

US Members

Prof John Sexton

President
New York University (Co-Chair)

Prof Bob Berdahl

President
Association of American Universities

Prof Molly Corbett Broad

President
American Council on Education

Prof Jane D McAuliffe

President
Bryn Mawr College

Prof Shirley Tilghman

President
Princeton University

Prof Katherine Fleming

Vice-Chancellor
New York University (Deputy)

The Group will propose pathways both to build stronger relationships between the universities of the UK and the US and to enhance the positions globally of those universities. The first meeting took place in London on Saturday 28 June and a second meeting in New York on Thursday 30 July. Two more meetings are planned – New York on 15 October and London on 05 December.

As well as providing the secretariat for the meeting, the Unit also did all the logistical arrangements, including booking hotel rooms and negotiating and obtaining additional funding for the project (from DIUS) and managing the UK budget. In addition, the International Unit is drafting material for the final report. It is anticipated that the report will be published in early 2009.



top to bottom

Rick Trainor, President of Universities UK with John Sexton, President of New York University

Rick Trainor and John Sexton are joined by Secretary of State, John Denham MP

The UK-US Study Group at the June meeting in London



Iraq

In March 2008 the International Unit participated in a 2-day seminar organised by the British Universities Iraq Consortium (in Amman, Jordan). On the British side the team consisted of Dr John Withrington (University of Exeter, and Chair of BUIC), Professor Gordon Campbell (University of Leicester, and founding Chair of BUIC), Shaun Curtis (Head of the UK Higher Education International Unit) and a representative of UKVisas in Amman. The Iraqi delegation consisted of 19 colleagues led by the Deputy Minister of Higher Education, Dr Ammar Azeez Ali Hassan. The main purpose of the meeting was to advise the Ministry of Higher Education and Scientific Research as to how it could improve its systems when it came to sponsored students seeking to apply for study in the UK. This subsequently led to a visit by the Iraqi Ministry of Higher Education to see Bill Rammell in London in June 2008.

Throughout the year the International Unit has strengthened its links with BUIC. In July 2008 it assisted BUIC with efforts to expand the membership of the organisation by running an article and expression of interest in Issue 21 of *International Focus*. In response to the call for members, five new institutions asked for details to date. So far two of these have sent in their signed expression of interest forms and joined BUIC.

Illuminate Consulting Group has been retained to produce a modest research project on UK HE engagement with Iraq to be published Autumn 2008. The Unit is managing this and funding it with BUIC and DIUS. The research will investigate how UK universities can capitalise on reconstruction efforts as well as how Iraq can benefit from capacity-building expertise at British universities. It will advise on the best match that can be made between higher education needs within Iraq and knowledge available within the UK.

China

The International Unit assisted GuildHE in its valiant attempts to resolve the issue of degree recognition in China. Students returning to China with qualifications obtained in the UK have to register their degrees with the appropriate body before they are eligible to apply for degree level jobs. Until recently, when students sought to register their degrees, the key searches would be made under the name of the awarding body. It now appears that searches are made in the first instance in the name of the institution which the student attended. As institutions without taught degree awarding powers do not appear on lists currently held by the Chinese Government, students find that they are discriminated against. This has caused particular problems for students at a number of GuildHE member institutions. The Head of the International Unit joined the DIUS Secretary of State's visit to China in October 2007, and lobbied hard both before and during the visit to ensure that the issue of degree recognition was discussed at the ministerial summit. The Unit has also facilitated contact between GuildHE member institutions and civil servants in DIUS over this matter. The issue was also raised in an *International Focus* commentary piece – *IF*10, 30/01/08. The International Unit is committed to assisting GuildHE's lobby efforts on this issue, which remains unresolved.

International Focus

A very good briefing paper for Senior Managers and Department Heads... It reinforces the messages we are trying to get across in our institutions.

Iwan Roberts

Bangor University
September 2007

This is a really succinct and comprehensive publication. The article on Dutch courses in English (with lower fees) was a bit of an eye-opener. I hope the sector finds it as useful.

Sonia Davies

Welsh Assembly Government
HE Department
September 2007

I think the newsletter is excellent, you have managed to focus on items which are not being picked up by others (other than THES).

Tim Westlake

Director
Student Recruitment
Admissions and International Development
University of Manchester
September 2007

This newsletter appeared in my in-tray this morning: it is a most useful update for us on activities in the higher education sector in the UK.

Carolyn O'Brien

Co-manager
International Relations
University of Melbourne
October 2007

It quite made my lunch hour. I can't comment on the content but the reproduction of our corporate colours etc was the best I had seen anywhere!

Just to say congratulations, once again, on another bumper and very interesting issue of *International Focus*. You seem to have an expert way of turning round news stories very fast from various parts of the globe (the tax issue for international students for instance, assuming you had not heard much before, was one that I just happened to copy Catherine in on one I think last Friday). Incidentally sitting next to Peter Williams this morning (CEO of QAA) who said he felt the same!

Dominic Scott

Chief Executive
UK Council for International Student Affairs
November 2007

This is an important source of information for me.

Zhang Jing

Senior Education Manager

Education Relations

Cultural and Education Section of the British Embassy

Beijing

November 2007

Just received latest edition of *International Focus*. Another impressive edition! Your intelligence gathering network is formidable!

We're all impressed here with *International Focus*. Bursting with ideas and data. If I have one problem with it, it's that it's so full of goodies each issue prompts a stream of emails from my betters demanding to know what I'm doing about all these initiatives.

Another barnstorming edition! Well done!

John Withrington

Dean of International Development

University of Exeter

December 2007

Many thanks for mention of GuildHE. You're a hero. Am not sure if all our international contacts have signed up to get the newsletter but I will urge it on them (again) as recommended reading.

Helen Bowles

Policy Adviser

GuildHE

January 2008

This is extremely helpful information.

Heather McKeever

Reading International Office

February 2008

This publication looks to be rather thin on news. I think I prefer yours!

Richard Brown

CIHE

after looking at a rival publication

March 2008

Can I commend you on a really excellent edition of the newsletter. Very informative and attractively laid out.

Neil Kemp

NK Education

April 2008

Congratulations on producing and maintaining such a consistently informative and useful website and newsletter.

Steve Berridge

Director

International Education Office

University of Westminster

April 2008

It is a relief and a change to read something which does not focus too exclusively on student recruitment and international education 'markets'.

Tao-Tao Chang

Head of International Office
University of Cambridge
April 2008

I was searching the web using Google looking for information on the British Research Council and came across your excellent newsletter. It has all the international info on education I need. I greatly enjoy your publication. It is lively, candid, and highly informative. I wish we had something of similar quality here in the US. Keep up the good work!

David Lundburg

Director
International Partnerships
California NanoSystems Institute (CNSI)
University of California
Los Angeles
May 2008

We are keen readers at Warwick of your international newsletter and admire what the UUK International Unit has achieved in a very short period of time.

Edward Harcourt

Head of Institutional Relations
Warwick University
June 2008

Please accept my congratulations on what is both an entertaining and informative product.

Ainslie Moore

Acting Director
International Relations
Universities Australia
June 2008

Thanks for all your help, it seems a university in Wales has already been in touch with them on the back of the newsletter.

Samer Hijazi

Financial Services Specialist
Trade Development
UK Trade and Investment
on an article in *International Focus* on behalf the Bahrain Institute of Banking and Finance, which prompted a response from a Welsh university

Following direct contact from the UK HE International Unit, details of the Qatar National Research Fund's planned UK presentations appeared in an article in *International Focus*. This led to a great deal of very relevant interest including approximately 20 direct email or phone enquiries, plus a marked increase in traffic to the website. It also crucially led to the addition of a presentation at Nottingham University which allowed us to better reach our target audience (the other three presentations are all in the south of England). We have also made many very useful contacts; in particular the internationally focused staff in university research offices. The contact from the Unit and subsequent article has therefore been extremely useful and we hope to develop this relationship.

Millie Hyde Smith

Communications Consultant
Qatar National Research Fund
June 2008

Very droll! I do like the style of *International Focus* – so many of these news roundups are really dry – but *IF* always manages to provoke a smile.

Rachel King

Head of Study Abroad and Exchanges
University of Birmingham
July 2008

Greetings from the University of Bradford! I'm planning on doing a small story in our newsletter about the International Unit. I think it's a great opportunity to let everybody at the University know what a great resource it is for those involved in international recruitment.

Luba Kulikova

International Marketing Officer
University of Bradford
July 2008

General

Again, congratulations for the good service that UK HE International Unit is providing to the international higher education community.

Francisco Marmolejo

Executive Director
Consortium for North American Higher Education Collaboration
February 2008

Thanks so much. You really have been most helpful and I had not expected you to commit so much time to the research. You clearly like a challenge, especially when it is a Canadian one. I find it fascinating that the data is so incomplete for such an advanced country with a great University system. I will follow up the sites you suggest.

Keith Dugdale

Director
Global Recruitment
February 2008

The Vice-Chancellor, as well as I, greatly appreciated the Briefings you provided on Oman and Qatar. The most helpful aspects were concision, cross-referencing (to other reports such as the interesting World Bank report on MENA), timeliness and, especially, inclusion of weaknesses, tensions and criticisms in the education systems – that's the sort of information that is difficult to find elsewhere.

Matthew Moss

PA to Vice-Chancellor
University of Cambridge
on Oman and Qatar Country Briefings provided for visit to Middle East
February 2008

Thanks for sending me a copy of your recent publication *The Practice of Internationalisation: Managing International Activities in UK Universities*. Very informative and a damn good read.

Haydn Bartlett

Head of International Office
University of Bradford
April 2008

I love the stuff the Unit has produced in the last year and would like to see if there is anything we can do with our own internal intelligence unit at INTO.

Stephen Healy

Director of Strategy and Development
INTO Partnerships
May 2008

Thanks very much indeed for your prompt reply, this is really helpful.

Heather Evennett

Library Clerk
House of Lords
requesting specific statistics on the US
June 2008

Thank you so much for presenting at the BUILA Conference...
Your session received excellent feedback from the delegates and was
one of the highlights of the conference.

David Thornber

Senior International Officer

Durham University

in response to presentation by Shaun Curtis at the BUILA annual
conference

July 2008

What excellent service!

Ian Warren

Deputy Registrar

Faculty of the Arts

Thames Valley University

to the Unit's immediate response to his request for [secure area](#) login

July 2008

This is excellent – really useful. Thank you so much for your help.

Katie Barrett

Personal Assistant to Vice-Chancellor

University of East Anglia

in response to information provided for VC's upcoming trip to India

August 2008

Events

This was a hundred times better than the Guardian HE Summit – in content, format delegates and organisation.

Edmund Dixon

Head of Strategic Partnerships

Open University

on the International Unit/i-graduate rethinking higher education conference

March 2008

A brief e-mail to say that I felt today's conference was excellent. It provoked, was superbly organised, had clear and thoughtful presentations and offered very useful networking opportunities. Probably the best one day conference I've been to. I came away energised!

James McBain

Director of International Strategy

University of Surrey

on the International Unit/i-graduate rethinking higher education conference

March 2008

I enjoyed it, and my impression is that the numerous audience did too. An excellent report.

Rick Trainor

President

UUK

on the International Unit's Breakfast Briefing report launch

House of Commons

July 2008

A great meeting and terrific report. Congratulations, I'm very impressed and I believe those efforts will bring you increased support across the sector and beyond.

Don Olcott

CEO

OBHE

on the International Unit's Breakfast Briefing report launch

House of Commons

July 2008

2006–07 accounts
Reporting period 01 January 2007 – 31 July 2007

Income	Actuals	Total
Grant income from funders	146,200	
Income transfers from Universities UK	20,000	
Grant from UKTI	5,000	
Total income	171,200	171,200
Expenditure		
Salaries		
Gross salaries	46,258	
National Insurance	4,606	
Pension contributions	3,666	
Salary sub total	54,529	
Running costs		
Fees – non-payroll staff	7,865	
Staff related costs (advertising etc)	10,189	
Software and hardware (under £2k)	5,410	
Administration costs	1,733	
Office services	9,901	
Conference, travel and meetings	8,130	
Legal fees	1,350	
Website development and maintenance	10,750	
Research and consultancy services	66,678	
Running costs sub-total	122,006	
Total expenditure	176,536	
Deficit	(5,336)	
b/fwd	6,523	
c/fwd	1,187	176,536

Notes to the accounts

Income

In addition to the grant income from the funding bodies, the International Unit received £5,000 from UK Trade and Investment (UKTI) and £20,000 from Universities UK towards its research programme.

2007–08 accounts
Reporting period 01 August 2007 – 31 July 2008

Income	Actuals	Budget	Total
Grant income from funders:			
HEFCE	302,832		
SFC	37,387		
HEFCW	18,693		
DELNI	7,477		
Sub total	366,389	366,387	
Grant from PMI2	50,776		
Grant from British Council	11,000		
Income from conference	4,255		
Reimbursement of airfares	6,004		
Total income	438,424		438,424
Expenditure	Actuals	Budget	Total
Salaries			
Gross salaries	135,156	148,165	
National Insurance	11,804	12,594	
Pension contributions	18,734	20,743	
Salary sub total	165,694	181,502	
Running costs			
Fees – non-payroll staff	25,836	25,836	
Staff related costs (training etc)	767	25,188	
Software and hardware (under £2k)	(448)	–	
Administration costs	41,609	19,000	
Office services	23,310	31,004	
Conference, travel and meetings	29,693	11,000	
Legal fees	575	–	
Website development and maintenance	9,521	30,000	
Research and consultancy services	88,021	40,000	
UK-US Study Group	9,257	–	
Contingency	–	2,857	
Running costs sub-total	228,141	184,885	
Total expenditure	393,835	366,387	438,424
Net surplus (deficit)	44,589	–	
b/fwd	1,187	–	
c/fwd	45,776	–	

UK-US Study Group 2007–08 accounts

Income	Actuals	Balance
Grant from DIUS	15,000	15,000
<hr/>		
Expenditure	Actuals	Balance
Conference, travel and meetings	24,257	
Total expenditure	24,257	
Deficit carried forward to International Unit a/c	(9,257)	15,000

Notes to the accounts

Additional income

Income for the year consisted of the financial contribution from the four funding bodies and benefits in kind from GuildHE and Universities UK. In addition to this, the International Unit bid successfully for money under the Prime Minister's Initiative (PMI2) and was awarded £50,776 towards its research programme. During the year the International Unit commissioned a joint report with the British Council on the Middle East. The British Council contributed £11,000 to the project managed by the Unit. The International Unit held a successful conference in March 2008 with partner i-graduate. Once costs were deducted, the Unit received net income of £4,255. Finally, the International Unit was reimbursed £6,004 by the British Council for airfare costs associated with a trip to India by a group of Vice-Chancellors and organised by the International Unit.

Variance from Business Plan budget

The Business Plan set a number of markers in terms of budgeting (see budget column on p57). It has to be said, however, that many of the figures assigned to specific items were unrealistic. For example, £30,000 was set aside for website development. Despite all the work undertaken on the website, less than one-third of this amount was spent. With regard to staff costs, it was suggested that a sum of £181,502 be set aside for 3.5 posts. The actual spend was £165,694 for three posts. The 0.5 post may well have meant a deficit in terms of salary costs. The Business Plan budget also set aside £17,780 for staff training. The Unit only spent £767 on direct 'training' although conference fees (the main form of the Unit's training needs) were included in 'conference, travel and meetings'. Finally, the International Unit undertook an ambitious research programme during the year. Just £10,000 was assigned for research expenses in the Business Plan, with £10,000 for printing and publishing, although £25,000 was set aside for 'communications general' and a further £5,000 on 'campaigning event costs'. The Unit in fact spent £88,021 on research fees and £25,302 printing and publishing costs.

Surplus

Given the additional income for the year, the 2007–08 accounts show a surplus of £44,589. The surplus itself is ring-fenced for the Unit's research programme and its involvement in managing the UK-US Study Group. The Unit has part-paid its research consultants for work to date but the projects run across financial years. Upon completion of the projects in 2008–09, the Unit will owe its retained consultants £10,000 for the Europe project, £7,248 for the Offsets project and £10,500 for the Middle East project.

With regard to the UK-US Study Group, the International Unit was given a total of £25,000 from the Department for Innovation, Universities and Skills (DIUS). Of this, £15,000 was received during 2007–08. It was agreed that the International Unit would pick up additional expenditure above this amount. Two of the four meetings took place in the financial year, incurring expenditure of £24,246. The International Unit therefore incurred a bill of £9,257. The Unit has ring-fenced £17,252 to pay for the UK-US Study Group in 2008–09.

The year ahead

Performance target

Continue to raise profile of International Unit.

Increase traffic to International Unit website and increase subscribers to *International Focus*.

Produce fortnightly editions of *International Focus*, making improvements to content where possible.

Deliver programme of research on time and in budget, which adds value to UK HE.

Increase website content and implement strategies to populate all sections of the website, particularly the **country profiles** section.

Add to collection of Country Briefings on **secure area** based on demand.

Improve monitoring of website and newsletter, thereby understand the demand for IU services.

Press coverage: work with the Press Unit to develop contacts in the UK and the international media to gain favourable coverage.

Complete UK-US Study Group project successfully.

Bring International Unit involvement in the UK/India HE Project to successful closure while laying foundation for 'next steps'.

Agree with IU funders a way forward to increase personnel resources, with a view to obtaining an additional policy adviser to team.

Measure

Maintain level of visits and speaking engagements, conference attendance and ensure dissemination of IU communications and output is effective through soliciting regular feedback.

Increase traffic to website by 50% and increase subscribers to newsletter by 50%.

Produce 22 editions of *International Focus* within a 12-month period.

Commission up to three new projects and publish at least three ongoing projects in a 12-month period.

Work with HERO to implement next appropriate stage of web development.

Publish at least two more Country Briefings in next 12 months.

Move from Webtrends to Google Analytics as monitoring tools. Run electronic questionnaire during the year.

UK and International media pick up press releases and run stories on IU outputs.

Successfully organise the remaining meetings in New York and London and produce report early 2009.

Inform sector of consortium opportunities and hand over baton to UKIERI.

Produce report to funders requesting additional resources.

Staffing issues in the year ahead

The International Unit was originally envisaged to comprise three and a half full-time posts for the core programme. So far, however, it has operated with just three full-time posts. It was felt that a 0.5 admin post would not be an efficient use of resources in the first year, so it was agreed that money from this post should be used to boost the Unit's nascent research programme in its start-up phase.

Staff resource will be a key concern for the Unit's second year. There is no doubt that the success of the International Unit in its first full year is due in part to the dedication of its staff putting in very long hours, including regular weekend working. This is not sustainable in the future if those same staff are not to burn out.

The second reason for the success for the Unit is that it has obviously caught the tide of interest and enthusiasm for a wide range of international issues in the UK higher education sector, and there is clearly much more that can be done to position the UK sector so that it can seize the global opportunities on offer. The Unit can do much to promote and support the sector in this, as the achievements of the first year have shown and as the forward planning indicates.

It is for this reason that the Unit will, this year, be providing funders with a paper requesting additional staff resources for the coming years.

Annex 1

Outward visits by the UK HE International Unit

Date	Location/visited
June 2007	
01 June	University of Edinburgh
01 June	Scottish Funding Council
01 June	Napier University
July 2007	
02 July	HEFCW
02 July	Cardiff University
02 July	University of Wales Institute, Cardiff
03 July	Swansea Metropolitan University
10 July	University of Wolverhampton Caroline Gipps, Vice-Chancellor
23 July	University of Bradford Jeff Lucas, Deputy Vice-Chancellor, Hayden Bartlett, Director, International Office, Cynthia Gault, deputy Director, International Office and Nusrat Bashir, International Marketing Officer
23 July	York St John University David Moulds, Head of International Office and Valerie Holmes, International Office Manager
24 July	University of Hull Barry Winn, Pro Vice-Chancellor, Research and Enterprise and James Richardson, Head of International Office
24 July	University of Durham David Baker, Head of International Office
August 2007	
10 August	British Council, Manchester Pat Killingly, Christine Bateman, Ardene Griffiths
10 August	University of Manchester Dr Tim Westlake, Director of International development
September 2007	
11 September	SAGES, UKTI
17 September	DELNI, Belfast
18 September	HEFCE, Bristol
20 September	Department for Innovation, Universities and Skills (DIUS) Philip Morgan
20 September	British Council Pat Killingly
25 September	University of Winchester Joy Carter, Vice-Chancellor

Date	Location/visited
October 2007	
04 October	Centre for Industry in Higher Education (CIHE) conference
08 October	British Council Regional Directors
09 October	Australian International Education conference, Melbourne
09 October	Rotman School of Management, University of Toronto (London)
26 October	HEFCE – Japan Project Wendy Purcell, Vice-Chancellor, University of Plymouth and Sal Brinton, University of East Anglia
27 October – 03 November	Visit to Beijing
31 October	Beihang University, China
November 2007	
01–03 November	The University in the Market conference, Stockholm
05 November	DIUS Marie Niven
13 November	SOAS Middle East conference, London
14 November	Oxford Brookes University
15 November	Realising the Global University conference, London
16 November	ACA conference, Analysing EU-US Higher Education: Competition or Cooperation, Brussels
20 November	Canadian High Commission London Karen Hitchcock, Vice-Chancellor, Queen's University Canada
27 November	British Council Pat Killingly and Christine Bateman
28 November	HEFCE, London Christopher Millward, Sandy Jones, and Professors Tsunekazu Toda and Toshiaki Tsukamoto, Hiroshima University
28 November	Santander Universities John Hedges and Luis Juste
28 November	GuildHE
December 2007	
10 December	Africa Unit Andy Cherry and Andrew Othieno
11 December	Birmingham City (networking reception), London
13 December	OAA, London Carolyn Campbell
13–14 December	Wales International Consortium AGM
19 December	HEFCE (international engagement meeting)

Date	Location/visited
January 2008	
08 January	Institute of Education, London Prof Sukhadeo Thorat, Chair, Indian University Grants Commission, Neil Kemp, Jonathan Kydd, Mary Stiasny
16 January	Times Higher Education meet-and-greet Gerard Kelly
17 January	CIHE and i-graduate Richard Brown, John Taylor, Jess Davison
21 January	British Offset Office
22 January	Roundtable with Ian Pearson, Minister for Science and Innovation and DEMOS
24 January	Australian High Commission
24 January	Hobsons Natalie Mudd and Line Verbik
25 January	UKTI-Universities Group
30 January	International Unit Advisory Board meeting
February 2008	
01 February	CIHE and OECD Richard Brown and Lesleyanne Hawthorne
06 February	DIUS (UUK Employability, Business and Industry Policy Committee)
10 February	University of British Columbia, London Craig Klafter and Helen Pennant
12 February	Guardian HE Summit
21 February	Heriot Watt University Kathy Patterson, Academic Registrar
21 February	British Council (UKIERI-PMI workshop)
21 February	Foreign and Commonwealth Office (UKIERI-GSK reception)
21 February	Universities Scotland International Committee
22 February	University of Glasgow
22 February	DIUS (Outward Student Mobility web-portal)
25 February	CIHE Advisory Group meeting (Global Horizons for Business)
26 February	CIPR seminar (HE and the media)
27 February	HEFCW International Conference, Cardiff
29 February	University of Southampton International Strategy Group

Date	Location/visited
March 2008	
03 March	All-India Council for Technical Education, Delhi K Narayana Rao, Member Secretary and Prof Prasad Krishna, QA Advisor
03 March	University Grants Commission, Delhi Prof MC Sharma, Vice-Chair
04 March	EDGE HE Conference, Delhi
04 March	Birmingham Internationalisation Forum
05 March	Royal Holloway, University of London Alison Denyer, Head of Press and PR and Sheryl Simon, Director Royal Holloway International
06 March	Warwick University (eChina Steering Group meeting)
06–07 March	UKIERI, Chennai, India (international policy discussion meeting)
07 March	Cambridge University Kate Pretty (Pro Vice-Chancellor and Matthew Moss, PA to Vice-Chancellor
07 March	Southampton Solent University Patrick Mayward, Head of International Office
08 March	British Universities Iraq Consortium, Amman, Jordan
17 March	UKTI (Sector Advisory Group for Education and Skills)
18 March	Hobsons International Conference, Birmingham
27 March	UKTI (Universities Group)
April 2008	
01 April	Cambridge University Stephen jolly, Director of Communications
17 April	DIUS (launch event chair for TNE research projects)
23 April	RCUK (international strategy meeting)
27–30 April	Visit to Delhi with four Vice-Chancellors
30 April	Podium (Further and Higher Education Unit for the 2012 Games)
30 April	DIUS (Away Day, Coventry)

Date	Location/visited
May 2008	
01 May	DIUS Rachel Green (UK/US Study Group)
01 May	Leadership Foundation Programme for Future Leaders
06 May	University of Nottingham Vincenzo Raimo, Head of International Office and Christine Ennew, Pro Vice-Chancellor
12 May	British Universities Iraq Consortium (BUIC)
13 May	GuildHE Arts Group
14 May	University of Leeds Michael Arthur, Vice-Chancellor
15 May	British Council (Outward Student Mobility report launch)
16 May	ACA conference, Exporting Education: Europe's Role in Transnational Education, Brussels
19 May	University of Bradford
22 May	OBHE, Don Olcott
26–30 May	NAFSA conference, Washington DC
27 May	Canadian Embassy, Washington DC, roundtable on internationalisation
28 May	Council for Advancement and Support of Education, Washington DC
June 2008	
05 June	Institute for the Study of the Americas James Dunkerley, Director
06 June	Visiting Chinese delegation (GuildHE)
09 June	LFHE David Lock
16 June	Cambridge University
16–17 June	ACA annual conference, Tallinn, Estonia
18 June	Welsh Assembly and Cardiff University
20 June	New York University Paris Katy Fleming
25 June	OBHE and Commonwealth Scholarship Commission Don Olcott and Jonathan Jenkins
25 June	UCAS conference, Brighton
28–29 June	UK-US Study Group, London

Date	Location/visited
July 2008	
01 July	OAA, Gloucester
02 July	CIHE (project Advisory Board)
04 July	International Unit Advisory Board meeting
07–09 July	LFHE/ACE UK-US Transatlantic Dialogue meeting, Washington DC
08 July	RCUK and British Council, Washington DC Helen Thorne, Director and Mark Baumfield
08 July	DEMOS (publication launch)
10 July	Commonwealth Scholarship meeting
10 July	Cabinet Office (cross-government meeting on Commonwealth Scholarships)
10 July	London Business School Middle East Seminar
15 July	BUIA annual conference, Durham
16 July	International Unit Breakfast Briefing, House of Commons
23 July	UUK, DIUS and British Council Rick Trainor, Win Harries and Gordon Slaven
30–31 July	UK-US Study Group meeting, New York
31 July	DIUS Mary Gurteen and Tricia Hammond, Joint International Unit

Annex 2 Inward visits to UK HE International Unit

Date	Visitor
September 2007	
03 September	RCUK Washington DC office Helen Thorne, Director
04 September	University of Exeter Stuart Franklin, Head of Press and PR
14 September	Observatory on Borderless Higher Education (OBHE) Don Olcott, CEO
20 September	Leadership Foundation for Higher Education (LFHE) Robin Middlehurst and Helen Goreham
26 September	Centre for Higher Education Research and Information (CHERI) William Locke
26 September	UCAS Janet Pearce
27 September	Eversheds Glynne Stanfield
October 2007	
02 October	China-Britain Business Council Yina Horton, Deputy Director
05 October	British Council Delhi Tim Gore
05 October	UKTI Robert Fitchett
11 October	CHEMS Consulting John Fielden
18 October	Macquarie University Stephen Briggs, Manager, International Relations
November 2007	
09 November	DIUS Claire Wilkinson and Michael Pandazis
13 November	Neil Kemp NK Education and Christine Humfrey, Special Professor, University of Nottingham
16 November	University of Limerick Hieko Walkenhorst
27 November	i-graduate Will Archer
29 November	University of Melbourne Angela Kerry, International Office
29 November	Australian Trade Commission and Australian Education International Kathleen Devereaux and Anne Baly

Date	Visitor
December 2007	
04 December	Illuminate Consulting Dan Guhr
11 December	LFHE and OBHE Robin Middlehurst and Don Olcott
14 December	Universities Scotland and Higher Education Wales Ulrike Peter and Angela Dale
January 2008	
09 January	Indian University Grants Commission Prof Thorat, Chair
21 January	JWT Education Allison Doorbar, Managing Partner
24 January	UKTI, Steve O'Leary Director of International Services
31 January	University of Nottingham Sir Colin Campbell, Vice-Chancellor
February 2008	
13 February	BAE Systems Ted Cosway
14 February	Consensus Business Group Kevin Fallon
15 February	President of Universities UK Rick Trainor (UK-India university links)
15 February	Illuminate Consulting Dan Guhr
19 February	North West Universities Association Keith Burnley
20 February	British Council Delhi and UKIERI Tim Gore
25 February	UKTI Philip Worley
29 February	i-graduate Will Archer and Jess Davison

Date	Visitor
March 2008	
11 March	Japan Society for the Promotion of Science Naoki Murata, Director, Prof Yuko Furukawa, London Director, Haruna Konishi, Miyako Toyoshima.
12 March	Trinity College Dublin John McPartland, Director of International Affairs
19 March	HEFCE, Rama Thirunamachandran Director of Research
20 March	British Council Barrie Morgan
April 2008	
03 April	Birmingham City Council International Office Mike Murray
08 April	LFHE Robin Middlehurst
09 April	OBHE Rosa Becker
10 April	Drummond Bone (Review of HE Internationalisation)
16 April	Edengene Kristin Rickert and Lee Pickavance
18 April	Kathy Grimshaw Consultant
24 April	DIUS Mary Gurteen and Trisha Hammond, HE Directorate
24 April	British Council Delhi Tim Gore
24 April	Visiting Thai delegation
29 April	British Council Japan Lesley Hayman
May 2008	
06 May	UUK Research Unit
16 May	UUK International and European Policy Committee
16 May	UUK Members' seminar on management of intellectual property
21 May	QAA Carolyn Campbell, International Director
27 May	Europe Unit (meeting on joint research project)

Date	Visitor
June 2008	
03 June	HEFCE Cliff Hancock, Head of International Partnerships
03 June	British Council Christine Bateman
09 June	Wales International Consortium
10 June	University and Colleges Union Brian Everett, Rob Copland and Paul Bennett
11 June	Ministry of Education New Zealand, Brussels Frances Kelly, Education Counsellor
12 June	i-graduate Will Archer
17 June	JWT Education Martin Bojam
16 June	DIUS Drummond Bone (internationalisation review)
19 June	LFHE Robin Middlehurst
19 June	Worldwide Universities Network Louise Heery
20 June	UUK Board (briefed Tim Gore to speak on India)
20 June	CHERI and Open University Mala Singh
23 June	British Council, Delhi Tim Gore
25 June	Robertson Scholarship Scheme
July 2008	
02 July	Keele University Rama Thirunamachandran, Deputy Vice-Chancellor
04 July	Memorial University of Newfoundland Michael Collins and Grant Gardiner
10 July	Peter Saraga
10 July	UK India Business Council and UUK Sharon Bamford, Chief Executive and Rick Trainor, President, UUK
17 July	China-Britain Business Council
21 July	Russell Group Alex Thompson and Libby Aston
22 July	DTZ UK Richard Collins and Sharon Jones
23 July	John Fielden

Annex 3 Annual conference report

Text supplied by i-graduate

A growing number of academic staff are becoming involved in international strategies as their institutions respond to big changes taking place in today's global HE market, a March conference held in Central London heard.

Over 130 delegates attended the event Rethinking Higher Education: The Practice of Internationalisation, organised by the UK Higher Education International Unit and i-graduate, with support from Universities UK and UK Trade and Investment.

Speakers explained how new opportunities and competitive threats are emerging with the growth of the private sector as an HE provider across the world and why institutions need to be able to adapt to the ever-shifting demands and expectations of international student 'consumers'.

Opening the conference, Caroline Gipps, Vice-Chancellor of the University of Wolverhampton, said all institutions were now having to consider how to manage their response to these challenges. In doing so, they had to think 'well beyond the international office' and student recruitment, and take into account the broader international agenda.

Lord Digby Jones, Minister of State for Trade and Investment, said these issues were important to the Government because higher education had a pivotal role to play in helping to sell 'brand Britain'. 'Wealth is created and business flourishes wherever you can export and transfer knowledge. It's the only thing that a developed economy has in the 21st Century – everything else can be done more cheaply elsewhere,' he explained.

John Fielden, author of a new report on the management of internationalisation in UK universities, said there was evidence that some institutions were beginning to adopt a more integrated approach to internationalisation, involving more staff. His report, *The Practice of Internationalisation*, was published by the International Unit and launched at the conference.

Colin Gilligan, Visiting Professor of Marketing at Northumbria University and Emeritus Professor at Sheffield Hallam University, warned that universities are facing 'a huge wave of change' as students become ever more demanding and discriminating. The new common patterns of student thinking are 'so radically different that they require a different pattern of behaviour from organisations', he said. The key to responding successfully to these changes was better market research and intelligence, he suggested.

Will Archer, Director of i-graduate, said the changing environment required a new approach to marketing that was more about listening to students and monitoring their perceptions and expectations. He presented the findings of an i-graduate study that analysed what motivated and influenced the choices of more than 25,000 students from around the world. The study found that students could not be categorised accurately by nationality or subject area. Instead, five new groups were identified, called Learning Tribes. Members of each tribe had similar priorities and motivations. The Learning Tribes could help universities better understand students, Mr Archer said.

'We are not suggesting that now we only need to think of five groups of students. But we do need to look in more detail at the motivations of students. We need to move further forward than simply drawing lines around countries,' he said.

The significance of the growing role of the private sector in higher education internationally was outlined by Neil Kemp, Professional Adviser to the UK-India Education and Research Initiative. Around a quarter of all HE students worldwide are now in private institutions, and about 100,000 international students are in private sector study in the UK, he said.

The potential benefits of working in partnership with the private sector were described by Kelvin Everest, special adviser on China to the Vice-Chancellor at the University of Liverpool.

Professor Everest showed how a partnership with the private firm Laureate Education had helped Liverpool create a new university in China and to manage and market a suite of online programmes. But he added that partnerships needed 'constant commitment', and institutions should be careful when choosing their partners.

John Hedges, Coordination Director for Santander Universities, explained how and why the global bank Banco Santander had invested in over 620 collaborative arrangements with universities worldwide, providing support for scholarships, exchange programmes, teaching and research, business incubators, and technologies.

Bernd Wächter, Director of the Academic Cooperation Association, added that although Continental Europeans envied UK higher education for its quality and breadth, non-UK European countries were making 'promising advances' by increasing the number of programmes they taught in English 'at an incredible rate'.

Closing the conference, Shaun Curtis, head of the UK Higher Education International Unit, said higher education's central role in the rise of the knowledge economy had made internationalisation a key issue for the sector. But as the volume of people and capital crossing borders increases, so does competition. In this changing environment, 'universities must demonstrate their relevance to their students', he said.

Interactive discussion seminars considered the role of private sector partnerships, student expectations, and institutional management structures to enhance delivery of internationalisation.

A

Building success – the role of private sector partnerships

B

Students in and students out – managing and exceeding expectations

C

Institutional management structures to enhance delivery of internationalisation

The seminars concluded that partnerships were a catalyst for wider internationalisation, but student experience was their key driver; student expectations could be managed and exceeded if institutions provided clear information and continued to work hard at improving the student experience; and internationalisation management structures needed to be fit for purpose, reflecting the diverse cultures of institutions.

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About the UK HE International Unit

The UK Higher Education International Unit has been established to coordinate, promote and undertake activities designed to support UK universities in a globally competitive world.

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