



Vice-Principal (International) – Report to Council

Outcome requested:	Council is asked to note the attached paper.
Executive Summary:	<p>The report provides an update on key activities and initiatives being overseen by the Vice-Principal (International) and includes:</p> <ul style="list-style-type: none"> • First annual stock take of the International Strategy • International student registrations for 2016/17 • International partnerships, including governance and monitoring • Student mobility, both inward and outbound • Development of the QMUL Summer School • VP International Overseas Delegations <p>Appendices One - Three have been included in the additional background reading for Council members.</p>
QMUL Strategy: strategic aim reference and sub-strategies	<p>4.1 Promote global research interactions by creating major collaborations and nurturing their success.</p> <p>4.2 Increase study-related opportunities outside of the UK for London-based students.</p> <p>4.3 Extend the portfolio of QMUL’s transnational education programmes.</p> <p>4.4 Increase the number of students (including associate students) from outside the UK whose education is presented, in whole or in part, on our London campuses, while adhering to the highest quality standards.</p>
Internal/External regulatory/statutory reference points:	N/A
Strategic Risks:	QMUL risks 1 (Student Recruitment); 2 (Student Experience); 9 (Reputational Development and External Relations); 10 (Partnerships); 14 (Development and implementation of strategic development projects in support of overarching plan).
Equality Impact Assessment:	No equality or diversity issues are raised in this paper.
Subject to prior and onward consideration by:	Prior consideration by QMSE 20 June 2017
Confidential paper under FOIA/DPA	No

Timing:	N/A
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Date:	22 nd June 2017
Senior Management/External Sponsor	Professor David Sadler, Vice-Principal (International)

Vice-Principal (International) – Report to Council, July 2017

The last VP International report to Council was in May 2015, the first year of appointment to this new role. September 2015 saw the launch of the first international strategy, developed through extensive cross-institutional collaboration, and setting out our international ambitions in a changing external environment. A VP International Advisory Group (VPIAG) was established for the 2015/16 academic year and oversight of the strategy's implementation and monitoring sits with this group, reporting to Senate. The first reporting on the strategy was considered by VPIAG in February 2017 (see Appendix One). Key developments within this are outlined below and further supporting information is included in appendices as indicated.

1. International student enrolments

Table One below shows QMUL's recruitment performance from the top 30 markets against the other 23 RG institutions. QMUL's percentage of Russell Group market share is outlined as is the institution's relative position within the group. The data in Table One is based on *all* enrolments whereas the data in Table Two is based on first year *only*.

Table One: QMUL's recruitment performance from the top 30 markets against other Russell Group institutions

No.	Top 30 International markets by no. of students for the Russell Group 2015/6	Russell Group	QMUL	QMUL % of RG market	QMUL's ranked position in the RG
1	China	50080	1025	2.0%	20 th
2	United States	9975	110	1.1%	18 th
3	Malaysia	9705	190	2.1%	20 th
4	Hong Kong (SAR)	8405	140	1.7%	23 rd
5	India	6105	250	4.1%	Joint 12 th
6	Singapore	5575	130	2.3%	19 th
7	Saudi Arabia	3355	70	2.1%	16 th
8	Nigeria	3215	85	2.6%	15 th
9	Canada	3130	75	2.4%	15 th
10	Thailand	2750	100	3.6%	12 th
11	Korea (South)	2360	45	1.9%	20 th
12	Indonesia	1970	55	2.8%	14 th
13	Taiwan	1925	95	4.9%	Joint 8 th
14	Pakistan	1740	200	11.5%	1 st
15	Mexico	1680	30	1.8%	Joint 19 th
16	Russia	1640	145	8.8%	2 nd
17	Australia	1495	15	1.0%	Joint 15 th
18	Japan	1420	45	3.1%	Joint 14 th
19	Turkey	1380	80	5.8%	Joint 6 th
20	United Arab Emirates	1255	60	4.8%	Joint 8 th
21	Iraq	1250	15	1.2%	15 th
22	Brazil	1125	35	3.1%	Joint 13 th
23	Kuwait	1110	35	3.2%	11 th

No.	Top 30 International markets by no. of students for the Russell Group 2015/6	Russell Group	QMUL	QMUL % of RG market	QMUL's ranked position in the RG
24	Norway	1005	100	9.9%	2nd
25	Oman	965	10	1.0%	Joint 17 th
26	Vietnam	965	75	7.8%	4th
27	Kenya	815	20	2.5%	Joint 15 th
28	Egypt	770	40	5.2%	Joint 5 th
29	Iran	765	35	5.2%	Joint 7 th
30	Chile	755	10	1.3%	Joint 16th

In 2015/16 RG enrolled first year international total is 79,075 of which QMUL recruited 2375, which was almost exactly 3% putting QMUL in 19th position in the RG. In 2015/16 RG enrolled first year overall total of all students is 3.1% which puts QMUL in 20th position within the same group.

Table Two below outlines the Russell Group recruitment performance in 2016/7 compared with 2015/6. It allows QMUL to identify how we performed against our peer group. It demonstrates an increase in recruitment at all levels of study and also held, or increased, its market share within the Russell Group.

Table Two: Russell Group performance 2015-16 and 2016-17 and QMUL relative position

	Level of study	Russell Group*			QMUL			QMUL market share	
		2015-16	2016-17 (based on snapshot data)	Percentage change	2015-16	2016-17	Percentage change	2015-16	2016-17
All non-EU domiciled students	UG	18494	19054	3%	703	740	5%	3.8%	3.9%
	PGT	47461	51589	9%	1648	1748	6%	3.5%	3.4%
	PGR	5873	5265	-10%	101	117	16%	1.7%	2.2%
	TOTAL	71382	75906	6%	2452	2605	6%	3.4%	3.4%
All other EU domiciled students	UG	9308	10513	13%	423	441	4%	4.5%	4.2%
	PGT	10263	10516	2%	408	431	6%	4.0%	4.1%
	PGR	2955	2760	-7%	48	53	10%	1.6%	1.9%
	TOTAL	22518	23789	6%	879	925	5%	3.9%	3.9%
Total students	GRAND TOTAL	93900	99695	6%	3331	3530	6%	3.5%	3.5%
<i>Modelled totals for the 24 RG HEIs*</i>									

2. PGR growth and scholarship success

Growth at PGR level is largely down to success within scholarship programmes, both new and established: as PGR numbers from other sources have flat-lined, initiatives have been put in place to boost growth at this level and support the institution's research community. Notable scholarship success with new and established partners includes: Higher Education Commission Pakistan; Chevening Secretariat; Commonwealth Scholarship Commission; and the China Scholarships Council. There are agreements being finalised with Indonesia, Iraq and Mexico as well as potential links with Brazilian institutions at PGR level through the new Science without Borders scheme. The institution aims to develop links with Malaysian and Thai governments in 2017/18 to attract funded students. Discussions are also underway with several Saudi Universities regarding collaboration on their External Joint Supervision Programmes which will see female academics study for a QMUL PhD, spending only part of their time in London and the rest at their home institution. New designated staff resource gives a focus on PGR recruitment and Sponsor

Relations which is making a significant difference in developing links and progressing agreements.

The success of PGR and other scholarship winners are celebrated at the annual International Scholars Reception, an on-campus event that also welcomes VIP guests from London based embassies and sponsoring organisations to share in their students' success. The 2016 event generated discussions with the Pakistan High Commission on the QMUL-Pakistan Anniversary Award Scholarship for Pakistani students to mark the country's 70th anniversary celebrations.

3. International Partnerships

There has been significant development in the evolution of the institutional TNE and partnerships portfolio. Partnerships with top-tier institutions worldwide have reinforced QMUL's global capacity and profile. There has been a focus on expanding the institutional TNE network as a key priority to off-set the impact of external developments. Following completion of the work of the TNE HR Task and Finish Group in 2015 and implementation of its recommendations, QMUL is leading the development of human resource policy in TNE, with colleagues working in partnership with both HEGlobal and the Equality Challenge Unit.

Further new partnerships have been developed: the QMUL Confucius Institute was established in September 2015 in partnership with Shanghai University of Finance and Economics (SUFE) and Hanban, the Chinese National Office for Teaching Chinese as a Foreign Language. The Global London MBA, with the University of London International Academy, offers online, flexible and blended learning methods across a range of specialisms. The new MBBS Malta campus will see its first enrolment cohort in September this year, an initiative launched with Maltese government support. QMUL is also working in partnership with the Sorbonne Law School to launch a double Master of Laws LLM programme in Paris, a unique 18 month bi-lingual programme leading to an LLM in International Business Law (QMUL) and an LLM in French and European Law (Sorbonne).

October 2016 saw the launch of a Joint Education Institution (JEI) with Northwestern Polytechnical University (NPU) in China, QMUL's third major educational partnership in China which includes provision for development of a joint research centre. This initiative is led by the School of Engineering and Materials Science (SEMS) and is forecast to have 1000 student enrolments by the fourth year of operation.

Partnership development focusses on research and not just educational activity. Partnerships Board considers those non-contractual research collaborations that support both the institution's reputational growth in an international environment and the promotion of global research interactions. These further the institutional strategic aim 4.1 to "Promote global research interactions by creating major collaborations and nurturing their success". Five new long-term collaborative research agreements with overseas partners in 2015-16 were identified in the 2016 stocktake, against a target of three. The geographical reach of the partnerships encompassed Europe, China, Thailand and India.

The VP International lends support to the newly established Strategic Grants Advisory Group which has a remit to make recommendations to the VP Research on the identification of opportunities for major grant schemes featuring interdisciplinary work and partnerships (e.g. the Global Challenges Research Fund), the facilitation of the best possible applications, and whatever supporting steps need to be taken to achieve these aims.

The international strategy is built on a foundation of developing relationships in-country with a range of government and non-governmental organisations. The benefits of these are visible in the public profile raising of the institution including the visit to campus by the UK Ambassador to

Indonesia in 2017, and the increased number of internationally positioned senior visitors to such on-campus events as Guest Night and the International Scholars Reception.

3.1 Partnership governance and monitoring

The Partnerships Board (previously Educational Partnerships Board, a sub-committee of Senate) considers all new proposals with a remit to evaluate and monitor risk of QMUL partnership arrangements, and to consider relevant policies and procedures. Since the last reporting period, 174 partnerships have been considered. The extended list is provided in Appendix Two and demonstrates the depth, diversity and quality of QMUL's developing partnership activity. The Board receives an annual report on the outcomes of Partnerships activity, not just student numbers, in the form of the International Partnerships report.

Partnerships Board also considers proposals for the revision of current policies and procedures as follows:

- Revision of the Due Diligence process and all related collaborative provision approval processes;
- Inclusion of a new policy on double and joint degrees in the Queen Mary Collaborative Provision Framework;
- Declaration of Personal Interest for all new proposals;
- Revised procedures for the monitoring and review of collaborative provision to be included in the Quality Handbook;
- Recommendations on the QMUL submission for the QAA Consultation on Transnational Education Review

4. Student mobility

London-based students are encouraged to spend part of their studies overseas as part of the institutional mission to develop graduates as global citizens. Across academic Schools, there was a 17 % increase in outward student mobility in 2015/16, and a 12% increase in the same for 2016/17. Aligned with the strategic aim of increasing study-related opportunities outside of the UK, a cross-institutional Task and Finish Group in 2016 made a number of key recommendations, several of which have already been implemented. One of these was the appointment of an Academic Lead for Outward Mobility in October 2016. Dr Eyal Poleg, School of History, has worked with academic Schools to promote the option of a four year degree model to include a year overseas as part of a standard QMUL undergraduate degree. Increased promotion of opportunities for students was also identified as essential to increase participation and the Global Opportunities team hosted the inaugural QMUL Go Abroad fair in October 2016.

QMUL has also expanded partnerships in North America and Asia, and signed new Erasmus+ agreements for student *and* staff mobility with 18 institutions in 7 countries during 2016/17. For the 2017/18 academic year, QMUL has been awarded nearly half a million Euros for student and staff exchanges within Europe. A recent bid for Erasmus+ International Credit Mobility funding was successful in securing approx. € 526k in funding to support staff and student mobility beyond Europe to an expanded range of countries including Colombia, Mexico, Uganda, Russia, Israel, China and India.

5. Development of a QMUL Summer School

Under the sponsorship of the VP International, the QMUL Summer School is into its next development phase for delivery in summer 2018. This will be the first institutional wide Summer School offering which has a number of forecasted benefits for the institution including diversification of the academic portfolio; an expanded reputation and financial benefit downstream of a successful launch; and future Masters/PhD level study from those students who have a positive "taster experience" on short term study. It is also a positioning statement for the institution,

aligning QMUL with Russell Group competitors, particularly those in London, in delivering a summer school programme. Competitors include LSE, UCL, and KCL in addition to Cambridge and Sussex. The recruitment target for the first year is 180 students increasing to 600 by Year 4 of delivery, and the business case predicts income of £900,000 and a surplus of £400,000 after four years of operation.

Initial marketing and promotion is underway with the institution's partners, primarily in North America, and the programme will be open for admission in autumn 2017. Investment in a high quality website and a targeted marketing campaign to support a successful launch has been essential. The initial academic offering showcases the high quality teaching at QM in addition to presenting "London as classroom", with modules including field trips and site visits to complement classroom delivery.

A Summer School Director has been recently appointed for start in September 2017.

6. Vice Principal International Overseas Delegations

Regional Interest Groups have been developed to channel expertise across the institution and support delivery of objectives relating to research, partnerships, recruitment and alumni engagement. Groups are established for South East Asia and South Asia, with discussion underway to expand this network to include groups for Africa and Europe. The International Delegation format was one outcome of this initiative: led by the Vice-Principal International to offer high-level support to existing and prospective international partnerships, student recruitment, profile-raising and alumni engagement, the delegations involve staff across the institution. In the last reporting period, delegations visited South East Asia, India and the Middle East and North Africa, providing multiple points of in-country engagement including governmental organisations and offices, HE institutions, recruitment agents, schools and media outlets.

India is a particular success story: Effective partnerships with our regional office in India, close engagement with Indian partners and strong cross-institutional collaboration considerably raised QMUL's profile, leading to the largest ever intake of Indian students in September 2016. This defies a national decline in the number of Indian students in the UK since 2012, with over 200 *new* undergraduate, Masters and research students enrolling on degrees. This record intake takes QMUL's Indian student body to over 270 with the expectation that it will pass 300 for the first time in September 2017. The VP International delegation to India in November 2016 was the largest yet, with 10 Schools and Institutes participating in a country-wide programme of engagement.

The VP International delegation format has proved effective in securing academic engagement in-country with current and prospective partners, supporting student recruitment, strengthening alumni relations, and continuing to raise QMUL's well-established profile. Updates and planned outcomes of these visits are reported via the International webpages of Connect, included in the VP International to Council as well as reported to QMSE, and circulated across the institution through relevant internal communications. Detailed reports are available to colleagues on request.

Participation in a Universities UK International Unit mission to UAE and Bahrain in April 2017 helped establish stronger partnerships, both with institutions and organisations in the region but also here in the UK. Relationships with London based Embassies and High Commissions are proving increasingly beneficial and these are supported by high level inward missions, including a delegation of Vice-Chancellors and Principals from the Philippines in November 2016 which resulted in a successful bid for seed funding and development of dual degrees with Ateneo de Manila University.