

# Times Higher Education UK University of the Year







# University planning in a changing Scottish context

### University Autonomy in Moldova EUniAM Tempus Project

25 June 2013

Rona Smith Deputy Director of Strategy & Policy

# Overview



- University income breakdown
- University strategic planning in a changing Scotland:
  - Student number planning
  - Student flows
  - The Scottish Funding Council (SFC)
  - Research
  - Key financial pressures

### **Income Breakdown**



- Teaching (volume driven):
  - Funding Council grants for teaching- Scots/EU undergraduates and PGTs
  - Tuition Fees Scots/EU, RUK and international
- Research (quality x volume driven):
  - Funding Council grants for research
  - Grants and contracts awarded on competitive basis
- Enterprise and other, including CPD and consultancy

Proportions of income by source, and hence dependency on any one source, varies significantly between institutions

### **Income Breakdown: Strathclyde**

### University of Strathclyde: Income 2011/12





- SFC recurrent teaching grant
- SFC recurrent research grant
- SFC non-recurrent research grant
- Other SFC grants
- Tuition fees and education contracts
- Research grants and contracts
- Other income

Endowment and investment income

## **Student numbers 1**



- Unit of Resource SFC tuition element, SAAS fee element
- Price groups simplification from 12 groups and 23 prices to 6 groups (no UG/ PGT differentiation)
- Few 'controlled subjects'
- Move away from detailed management by subject

Price	Price
group	(gross)
1	£16,796
2	£9,530
3	£8,447
4	£7,353
5	£6,500
6	£5,298

# **Student numbers 2**



- But increased complexity through outcome agreement bidding process related to additional funding from removal of funding for rest of UK students:
  - Ring-fenced places for widening access
  - STEM places allocated on the basis of RAE performance
  - Skills for Growth UG places
  - Highly skilled workforce PGT places
  - Innovation centres aligned PGT provision

# Student flows – international



Grown exponentially over last decade
until...

Figure 1: First year non-EU students enrolled at UK higher education institutions, 2007–08 to 2011–12 (HESA)



# Student flows – international 2



- A larger part of the market in Scotland
- Only London & SE England have a higher proportion of international students

### International students numbers by UK nation 2011-12

Country	Total international	% of student population
	students	who are international
England	357,165	17%
Scotland	45,980	21%
Wales	25,270	19%
Northern Ireland	6,820	13%
UK	435,240	17%



# **Student flows – international 3**



- High concentration in a few institutions -Edinburgh has 4<sup>th</sup> largest population in UK
- Visas UKBA, particular challenges in the Indian market, but some bucking the trend
- EU student numbers also growing. Increasingly a politicised issue within Scotland given the backdrop of public sector funding pressures.



# Student flows – 'RUK'



- Removal from funded numbers
- Domicile/residency basis for the legislation
- Fees capped at £9k voluntarily with legislation forthcoming. Many opted to match English total degree costs
- Contentious issue & politically challenging
- Opportunities based on status as a 'net importer' but competitiveness concerns
- Highly politicised in referendum context



# **Scottish Funding Council**



- Formerly two FE & HE funding Councils
- Merger of funding Councils with enhanced function – "coherent provision" 2005
- CSR 2011- reversed cuts with some uplift "something for something"
- SFC as an 'Agent of change' and 'regionalism'
- Strategic funds & Outcome Agreements



# Outcome Agreements 1



- Rushed implementation
  - Governance issues
  - Integration with strategic plans and annual university planning cycles
- National picture absent
- Data, measurement and monitoring issues – workload
- Annual cycle
- Political timescales & expectations



# **Outcome Agreements 2**

- In the background:
  - 'Patterns of provision'
  - Post-16 legislation ministerial direction
  - Issues of autonomy
  - Fit with reducing regulatory burden
  - Widening access: divergence of UK constituent nation sectors, but UK statistics which assume homogeneity - a management challenge

## Research



- Dual support model under devolution
- RCUK excellence based, researcher led
- Funding councils formula based funding of institutions based on RAE/REF outcomes
- Media & political debate focused on funding
- Critical, but other issues marginalised:
  - UK Partnerships
  - Global and EU research networks
  - Regulation of professions and procedures
  - Practicalities of pensions and HR issues

An independent Scotland would set its own science police An independent Scotland would set its own science po ostly, Scots Warned 30 October 2012 Last updated at 08:56

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Scottish independence: Reassurances

ate of independence could prove

over university research funding

2 March 2013 Last updated at 14:07

23 MAY 2013 1 BY DAVID MATTHEWS

system, experts say

# Nation likely to lose fruitful position in UK research University funding could be cut under independence, claim Tories

Previous

What cost?

An independent Scotland would lose £200m a year in fees from students from the rest of the UK, the Scottish Tory Party has claimed.

It points to a report from the Scottish Parliament Information Centre (SPICe) which says the figure could be as much as £263m by



theguardian

News Science Science policy

Scottish science can go it alone, but at

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# **Key Financial Pressures**



- May be up to 12 years before 2009-10 levels expenditure recovered
- BERD: 0.52% of Scottish GDP compared to 1.09% UK and 1.16% EU average
- UK spending review planning: +/- 10% assumptions - science funds protection?
- Pensions: auto enrolment, single tier pension, national scheme affordability
- £9k fees UK competition effects



### Rona Smith Deputy Director of Strategy & Policy

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http://www.strath.ac.uk/ps/strategyandpolicy/



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# Times Higher Education UK University of the Year







# University Autonomy in a Scottish context

### **EUniAM TEMPUS project**

Tuesday 25 June 2013

Darren Thompson Senior Policy & Projects Officer Strategy and Policy

## Why Autonomy? (1)



Autonomy often correlated with institutional and sector success...

...having budget autonomy doubles the effect of additional money on university research performance. **Aghion et al (2008)** 

*...institutions operate better if they are in control of their own destiny.* **The World Bank (2008)** 

...institutions that have complete autonomy are also more flexible because they are not bound by cumbersome bureaucracies and externally imposed standards **The World Bank (2009)** 

## Why Autonomy? (2)



... institutional diversity goes hand in hand with institutional autonomy...

...one of the important defining characteristics of the United Kingdom's higher education system...

...one of the features which distinguishes the UK from some of its international comparators. Dearing Report (1997)

...one of the most important factors to be addressed when analyzing the correlation between universities' performance and their contribution to innovation process. TEPAV (2010)

The academic mission to meet the requirements and needs of the modern world and contemporary societies can be best performed when universities are morally and intellectually independent of all political or religious authority and economic power. **Council of Europe, Recommendation 1762** 

### **Correlation with league tables**





### **Benefits of Autonomy**



- Performance (academic and research)
- Innovation
- Flexibility/fleetness of foot
- Diversity
- Diversification of income
- Effective leadership and management
- Free to be critical
- Empowered governing bodies

### **Different levels of autonomy**



### As defined by the EUA's autonomy scorecard



# UK and Europe: Different starting points



UK position according to the EUA's scorecard

#### **Organisational Autonomy**

1	United Kingdom	100%
4	Denmark	94%
3	Finland	93%

#### **Financial Autonomy**

1	Luxembourg	91%
2	Estonia	90%
3	United Kingdom	89%

#### **Staffing Autonomy**

1	Estonia	100%
2	United Kingdom	96%
3	Czech Republic	95%

#### **Academic Autonomy**

1	Ireland	100%
2	Norway	97%
3	United Kingdom	94%

# Protecting existing levels of autonomy



Autonomy for many institutions in the EU and mainland Europe means establishing greater freedom to appoint staff, borrow funds, set its own curriculum or entry requirements.

Scottish institutions already enjoy a high level of autonomy. Challenge is to protect that autonomy which can be threatened because of:

- reduced public spending
- devolved administration's focus on areas it can influence

## Background to University Autonomy in the UK



An evolution of governance:

- No state universities in the UK
- Process of progressive modernisation
- University governance explored at length in 1997 and 2004
- Lambert Review (2003) importance of diversity
- Numerous measures adopted in recent years to enhance UK HE governance:
  - Clarifying roles and responsibilities (CUC Code of Practice)
  - General reduction in the size of governing bodies
  - Enhancements to governor training and development (LFHE)
  - Widespread sharing and adoption of good practice
  - Adoption of regular governing body effectiveness reviews
- All contributing to a sector that, by and large, is well governed and is seen to be well governed

## **A Diverse Sector**



<u>4 x Ancient Universities (C15<sup>th</sup>/16<sup>th</sup> and 1858 Act)</u> Aberdeen, Edinburgh, Glasgow, St. Andrew's <u>4 x Chartered Universities (1960s)</u> Dundee, Heriot Watt, <u>Strathclyde</u>, Stirling <u>6 x HE Corporations ("1992 Universities")</u> Abertay, GCU, ENU, UWS, RGU, QMU <u>2 x Small Specialist Institutions</u> GSA, RCS <u>3 x others</u> The University of the Highlands & Islands – a federation

Scottish Agricultural College – a private company limited by guarantee

The Open University in Scotland – distance learning

## **Divergence within the UK**



Models of HE governance in Scotland and England reflective of wider political debate:

- Market approach in England purposefully rejected by current Scottish Government
- Independence referendum scheduled for 2014
- Pro-independence camp presenting different political choices as more egalitarian/democratic (free higher education versus fees)
- Temptation for interventionism by Scottish Government?
- Recent political and media focus on governance and university autonomy



## Autonomy with responsibility





Balance between autonomy and accountability

- All Scottish HEIs autonomous bodies but reliant, to varying degrees, on public funding (c.43% for the sector as a whole)
- Subsequently often treated as public bodies in certain respects
- Subject to significant level of statutory oversight. Proportionality?
- 550 separate lines of external reporting
- Outcome Agreements

### **Governance Framework**



Responsibilities of the governing body include:

- Setting the mission and strategic direction of the university, and the performance framework for achieving this.
- Appointing the executive head of the institution and monitoring their performance.
- Ensuring adequate systems of control and accountability are in place.
- Monitoring institutional performance
#### **Governance Framework**



Membership of governing bodies is not uniform, but has certain common features:

- A chair of the governing body, appointed by the governing body itself (except where there is an elected rector)
- Elected representation for students and staff, typically comprising around 40% of the governing body
- Members from outside the university, often constituting the majority, drawn from a wide variety of professional backgrounds
- A secretary of court, who is a professional officer of the university but who has distinct responsibilities to the governing body

#### New Scottish Code of Good Governance



- Active involvement of staff and student members of governing bodies in selection of the chair and external members
- Equality and diversity considerations as a key part of building the membership of governing bodies
- Open advertisement of vacancies on governing bodies
- Student and staff members of governing bodies to contribute to the appraisal of the Principal
- Enhanced openness about the criteria and policies for senior remuneration decisions
- Enhanced openness of governing body proceedings
- Enhanced responsibility for governing bodies to maintain policies to protect academic freedom
- Creation of a new vice-chair responsibility for appraising the Chair's performance

#### **Autonomy in Practice**



Strathclyde free to determine own strategic ambition to be a leading international technological institution:

- Times Higher 'UK University of the Year' award 'a bold, imaginative and innovative institution'
- £90m investment in a Technology Innovation Centre uniting academia and industry
- Recently established UK's first Fraunhofer Institute
- Doubled research income from business and industry to £6.2m in 2011-12 (60% increase)
- Lead institution on the collaborative Centre for Innovative Manufacturing Crystallisation – recently securing £34m in funding from Funding Councils and industry to deliver cheaper medicines
- Delivering on Scottish Government's economic and strategic priorities

#### **On-going and Future Challenges**



Societies and governments across the globe now ascribe to their universities a critical role in stimulating economic growth.

Institutions' autonomy is key to fulfilling this role:

- Increasing internationalisation and transnational presence
- Increasingly interdisciplinary, collaborative and international nature of research
- Global shift towards more streamlined governance models for universities
- Growing recognition of the link between universities' autonomy and success
- Decreasing public funding (over the long term 20 years) and the need to ensure financial sustainability



#### Darren Thompson Senior Policy & Projects Officer Strategy and Policy





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#### **EUniAM TEMPUS project**

#### Full Economic Cost/ UK Research Councils

Susan Anderson Research Costing Officer Research & Knowledge Exchange Services 25<sup>th</sup> June 2013

#### Full Economic Costing (fEC)



Directly Incurred costs + Directly Allocated costs + Indirect Costs

= Full Economic Cost



#### Introduction to fEC

**Directly Incurred** 

'New' costs eg research assistants, travel, consumables, equipment, use of research facilities (audit trail required)

Directly Allocated 'Existing' costs to be allocated eg academic staff time, estates costs (charge per fte), infrastructure technicians (charge per fte)

Indirect Costs

Research support eg library, insurance, central service depts, departmental admin/stationery (charge per fte)

= Full Economic Cost

#### Pricing:



- Varies by Funder
- Research Councils pay 80% of fEC

#### Except:

- 50% of cost of equipment >  $\pm 10,000$
- Do not support postgraduate research studentships via research grants

## Support and Sources of Information



- University of Strathclyde fEC website
   <u>www.strath.ac.uk/fec</u>
- UK Government TRAC/fEC Methodology <u>http://</u> <u>www.hefce.ac.uk/whatwedo/lgm/trac/</u>
- Research Councils UK Funding Guide
   (EPSRC guidelines)

http://www.epsrc.ac.uk/SiteCollectionDocuments/FundingGuide.pdf



#### **Research and Knowledge Exchange Services**

#### Louise McKean – Lawyer and Contracts Manager in the Grants and Contracts Team



- Help with costing and pricing.
- provides a risk management role for the University
- delivers specialist expertise in corporate transactions
- manages the IPR portfolio
- maintains the Research Code of Practice
- manages the University Ethics Committee

#### **Pre Award**



- Help with costing and pricing.
- Interpret guidelines of funders.
- Ensure Head of Department authorisation provided.
- Endorse both internal costing form (pFACT) and external funder's application (Je-S).



- Accept funding on behalf of the University (negotiating/signing contracts, electronic acceptance of grants)
- Liaise with Finance Office request account to be opened.
- Deal with any substantive amendments during course of award/contract (extension/additional funding/change of key personnel)

#### **Dealing with industry**



- Negotiating contract
- Price
- Rights to intellectual property
- Collaborative relationships
- Style contracts





- Rights to use intellectual property
- Financial provisions
  - Royalties
  - Upfront payments
  - IP protection costs
- Performance obligations
- Managing relationships

#### Managing Research



- Research Code of Practice
  - Scope
  - Authenticity of research
  - Misconduct in research
- Investigations on Human Beings

http://www.strath.ac.uk/media/committees/ethics/ Code\_of\_Practice\_Oct\_2009.pdf

- University Ethics Committee
- Departmental Ethics Committee



#### Sources of Information

 Research and Knowledge Exchange Services, structure and contacts – <u>http://</u> <u>www.strath.ac.uk/rkes/</u>

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#### **Times Higher Education**

#### **UK University of the Year**







### Invention disclosure and the management of Intellectual Property

EUniAM TEMPUS

25 May 2013

Christopher Mort Intellectual Property Manager

Research & Knowledge Exchange Services

#### Research & Knowledge Exchange Services



- Established in 1984 for the purposes of:
  - Assisting academic staff in obtaining funding and developing and managing their research
  - Negotiating and administering research grants and commercial contracts
  - Supporting services rendered and consultancy activities
  - Identifying, protecting and commercialising University IP
  - Assisting with the formation of spin-out companies, joint ventures, and research institutes

#### Keys facts and figures



- ~35 new Invention Disclosures per year
- ~12 new patent filings per year
- >£45M commercialisation income
- >40 spin-out companies created
- ~1900 technologies
  - 90 current cases active

#### Information for staff on IP, commercialisation and policy





Commercialisation Grants & Contracts **R&KE** Development International Business Development Researcher Development Programme Research Excellence Framework (REF)

Search this site





and contacts.

#### Internationalisation

Introducing the Internationalisation Information Portal.

Murray Dickson in RKES.

#### **Commercialisation & Enterprise**



ORTAL CONTINUER CIAIIS	All Sites							
R&KE Portal Research Fund	ing & Advice • Knowledge Exchange • REF • Pure • Researcher Development • TIC • Internationalisation A-Z							
	R&KE Portal > Knowledge Exchange > Commercialisation & Enterprise							
Collaborative Research & Consultancy	Commercialisation & Enterprise  A successful outcome when looking to commercialise research is the creation of a new spin-out The University of the second s							
CPD & Training								
Commercialisation & Enterprise	Manager, Chris Mort, is the first point of contact for University staff wishing to disclose new inventions							
Public Engagement	they reel have the potential to be a commercial success.							
Intellectual Property	The Commercial Service within Research & Knowledge Exchange Services, comprises core members with							
	reality. A Commercial Manager is allocated to each technology at an early stage in the process to drive a project through to a successful outcome and provide assistance and support in a range of activities, from finding relevant funding, assisting with the formation of new companies and the identification and engagement of potential licensees or collaborative partners.							
	<ul> <li>Access information on the commercialisation process</li> <li>Notify Research &amp; Knowledge Exchange Services (RKES) of a potential invention please access the Inventor Portal</li> <li>Access information on commercialisation funding</li> <li>Learn about intellectual property and University IP practices</li> <li>Achieve a successful commercial outcome</li> <li>Read the University's policy for the formation of spin-out companies</li> <li>Strathclyde Entrepreneurial Network (SEN) can help researchers who are interested in commercialising their ideas</li> </ul>							
Recycle Bin								



#### **Inventor Portal**



- Invention disclosure is required to capture the relevant information prior to filing a patent or starting a business
  - Online Inventor Portal
    - Integrated with Inteum C/S<sup>®</sup>
    - TT Management software (www.inteum.com/products/inteum-cs)
- Researchers register and submit invention disclosures online
- Opens a 'dialogue' between Inventor and IP Manager
- IP Manager reviews disclosure and requests additional information where necessary
- Patent attorney and Commercialisation Managers may be asked for assistance in reviewing disclosure

#### Invention disclosure details



Tech ID: Invention ID:	INV-08-000037 CHOP.04.08	8	•		Entered	Via Inventor Portal	
Submitted By:					Submit Da	ate: 4/30/2008	
Invention Title:	-	1				*	
	Approver     Approver     Editable <u>View On Inv</u>	t on Invent entor Por	or Portal	Status	In Rev	iew •	
Description		- Remarks					
<ul> <li>Details Pg</li> <li>Details Pg</li> <li>Documen</li> <li>Future Dis</li> <li>Prior Art</li> <li>Prior Pate</li> <li>Products</li> <li>Public Dis</li> <li>Remarks</li> </ul>	i 1 i 2 its icl. nts icl.	Type	Remark 04/30/2	D	Author Nite Mil	Yes Please send me more information	
		1	117		- 6		

- Records details including:
  - Description
  - Problem that invention solves
  - Relevant market sector
  - Marketing targets
  - Inventors/contributors
  - Funding
  - External resources
  - Public Disclosure
  - Prior Art
  - Commercialisation (licence, spinout)

#### Inteum Technology record



Interm C/S	X
Anterior construction reports contacts Agreements rinances rina setup tools view otimizes	Records information including:
Image: Active     Imag	<ul> <li>Actions to be undertaken – prosecution and renewal deadlines etc</li> </ul>
Mngr 10 / Owner:     Inventor Assign:       Assign to Mgr:     13/02/2009       Days Active:     1000       Pub. Disclosure:     III       Inv. Pot. Discl     Create       If Upload to Technology Publisher     IIII	<ul> <li>Agreements - licence, confidentiality, studentship etc</li> </ul>
Account No     A	<ul> <li>Expenses incurred/royalties received</li> </ul>
Cocuments Reimb Exp Received E0.00 Expense Budget Reimb Exp Past Due: 20.00 Expenses Transfold Expenses C20.40 Example	Inventor's details
Interests     Total IP Asset     2300.40       Inventors     Total IP Asset     £8.654.83       IP Assets     Total Agmint Expenses:     £0.00	<ul> <li>IP assets (typically patent families)</li> </ul>
Ovmers     Net Revenue: 48.981.23     Related Techs     Related Techs	Email and other correspondence
Researchers	Marketing targets

#### Assessment of disclosure



- The purpose of the commercialisation process is to identify, develop and add value to the University's IP to the point of realising maximum return
- The decision to patent is based on the likelihood of success and likelihood of a positive commercial outcome:



#### Patent filing via PCT



• Patent specification drafted by external patent attorneys with input from inventor(s), IP Manager and Commercial Manager



#### **Ownership of IP**



- Under the Patents Act 1977 s 39:
  - Works created by **employees** in the course of their normal duties are owned by their employer
  - General exception for universities:
    - Copyright in books, articles and publications (but not copyright in software)
- Students are not typically employees of the University
  - Students usually own their own IP
  - Students may assign their rights to the University via a simple agreement which also covers confidentiality

#### **Ownership of IP**





But - IP is typically jointly developed/owned

#### **Inventor's Share Agreement**



- Inventors agree their relative contribution to the invention
- Revenue sharing is dictated by University Court Minute:
  - All costs attributable to a University source used to translate research into a commercial proposition, together with all professional costs incurred in protecting intellectual property and licensing, shall be a first charge on 80% of any royalty income received;
  - Remaining 20% of royalty income treated as distributable income and to this will be added the balance remaining once the costs above have been met;

Total distributable royalty Income	Inventor(s)	University	Department 4% 8% 12%	
up to £10,000	80%	16%		
£10,001-£50,000	60% 40%	32%		
£50,001-£100,000		48%		
£100,001-£500,000	30%	56%	14%	
over £500,000	25%	60%	15%	

• Distributable income divided between Inventor, Department and University:

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### Times Higher Education

### **UK University of the Year**



**BESISTER** 





# Presentation to Moldovan delegation 25.6.13



# Commercialisation and Spin-out Companies

### **Stuart Mackenzie**

**Commercialisation Infrastructure Manager** 



### Commercialisation

- Licencing
- Company Creation



# What is a spin-out company?

- Set up to commercialise University intellectual property or activity.
- Involves at least some inventors of the technology.
- A limited company, managed by directors in the interests of shareholders, in which the University has a minority shareholding.
- Becomes a spin-out at the moment the relevant intellectual property is made available by the University.



## Why Should You Listen to Me?!

Track Record

- The University has formed over 50 spin-outs. The majority are still trading.
- Annual Turnover of Spin-outs and their successors exceeds £40m.
- Spin-outs and their successors employ around 700 people.
- Returns to the University from dividends and sale of shares of nearly £2m.



### **Case Studies**

- Microlase Optical Ltd now part of Coherent Inc
- Propharma Ltd now part of Aptuit Inc
- Renishaw Diagnostics Ltd
- Cascade Technologies Ltd

http://www.strath.ac.uk/businessorganisation s/licensingspin-outs/spin-outcompanies/



# What's Strathclyde's approach?

- Why do we form spin-outs?
- How many shares do we seek?
- Exit
- Commercial Arms Length
- Investment!



### Founder Issues

- Equity
  - IPR
- Space
- University staff
  - AOB



## Some Final Thoughts

• This is still a new area

• Europe is learning fast

Nothing succeeds like success!





The University of Strathclyde: the place of useful learning





#### **Recruitment and International Office – What do we do?**

- Domestic/EU Student Recruitment
- Student Exchange
- International Student Recruitment
- English Language Teaching Division









#### **International Exchange**

- ERASMUS 180 partners across EU. SBS and Engineering are most active Faculties. 250 out and 350 in every year. Czech Technical University in Prague most active EU exchange partner.
- International (non EU) exchange 30 partners. 100 out and 120 in every year

North America Australia New Zealand Hong Kong, Singapore – NTU is our most active international exchange partner

• Imbalance is a UK-wide problem





#### **International Student Recruitment**

- 1200 full-fee international students at Strathclyde
- 16% of student population
- Significant contribution to income (approx. £25m annually)
- Important for internationalisation agenda
- Mixture of traditional and emerging markets (primary and secondary targets)
- Different markets require different strategies and types of activity and support
- Range of mechanisms and activities to recruit international students
- Very competitive market place





#### 1200 international students from 90 countries

- Malaysia
- Singapore
- Canada
- USA
- China
- Indonesia
- Taiwan
- Thailand
- Pakistan
- Nigeria
- Oman
- India
- Egypt







#### **International Market Priorities**

Priority Recruitment Markets

Secondary Recruitment Markets

Brunei

Mexico

Russia

Indonesia

Singapore

Vietnam

South Africa

Brazil Canada China and Hong Kong India Malaysia Nigeria Norway Oman Taiwan Thailand

USA

Bahrain Egypt Libya Pakistan Saudi Arabia United Arab Emirates

**UK Based Recruitment** 



### 2012 THE AWARDS UK University of the Year





- Quality and academic tradition of UK as study destination
- Strathclyde is a Leading International Technological University
- Glasgow and Scotland as study destinations
- UK education as a platform for success
- Employability
- Safe and welcoming
- Value for money (schools, NHS etc.)
- Diversity and breadth of courses available
- English is the language of business
- Scotland has some of the oldest and best universities in the world
- Quality reflected in rankings, recognition and professional accreditation







#### How do we recruit? Face-to-face recruitment

- Education Exhibitions British Council EducationUK etc.
- Agents and representatives, student counselling and marketing visits (85 agencies in 25 countries)
- Permanent agent representation in India and China
- Governments, Ministries, funding bodies, private sector companies
- Inward visits and agents' conferences
- School, University, College visits investigating new opportunities for collaboration etc.
- Articulation agreements
- Study Group foundation provider







#### Articulation and academic tie-ups

- Range of models at all levels
- UG 2+2, 3+1, 3+1+1 credit given for prior study China successful example, also Malaysia, Oman, Norway
- MSc 6months + 6 months
- PhD Split arrangements
- Articulation works best at UG level







#### **Education Agents**

- Agent management support and manage existing agents, investigate new agents, due diligence, check commission requests and make payments, best practice guidelines for Agents; UKBA compliance issues, bribery act compliance
- Business relationship 10-15% of first year tuition fee as commission
- Train counselling staff
- Assist with Agent applications







#### **Other activities/initiatives**

- Virtual Fairs
- Live chat events
- Proactive follow-up and conversion activity with students e.g. after exhibitions and interviews
- Scholarships as conversion tools
- Use of alumni as ambassadors and influencers
- Advertising, websites and social media







We operate a decentralised system which can be problematic

Internationalisation portal on our website – internal focus

- Specific Market information to help staff make decisions. Information on all our priority markets: market plans, market reports, University Rankings, education systems
- Qualifications
- International Undergraduate Degree Qualifications Guide
- International Post Graduate Instructional Entry Requirements database
- English Language Proficiency Guidelines for Selectors
- Database of Scholarships





#### **Overseas campuses and off-shore delivery**

- Good mechanism to target the non-travelling student market
- Strathclyde Business School has operations in: Greece, Hong Kong, Singapore, Malaysia, Abu Dhabi, Dubai, Bahrain, Oman, Switzerland
- We also teach in Tanzania and have taught in Tehran
- Range of Distance learning Programmes
- Split PhD arrangements
- We do not franchise our programmes







### **THANK YOU**

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