

University of Surrey

Holistic International Strategy

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The University International Strategy

Despite the pressures of the political and financial environment, this is not the time to be pusillanimous.



1 The University International Strategy

Dimensions

1. Exchange and programme innovation
2. Curriculum Innovation
3. Research
4. Triple helix relationships
5. Recruitment
6. Staff and student experience

The International Strategy rests on holism.



2 The Present

The University international strategy is multi-dimensional.

Phase 1

UGPN

Bilateral Partnerships

Student exchange and placement

Recruitment

Corporate and government partnerships

Strategic Partnerships

International triple helix p'ships

Global Graduate Award

Alumni and Development



2 The Present

NCSU: Joint research program in zoonotic diseases; 2 Surrey students attended NCSU workshop on nutrition during summer 2010

SNU: systems biology, communications, trust research, Joint Colloquia in Asian/European Studies for staff and PhD students – starting December 2010 at Seoul

Guest professorships (Prof. Colin Smith teaching at SNU in summer 2010)

Biosciences: research collaboration in zoonotic diseases and 2 student research placements at SNU for 2011



2 The Present

USP: cardiovascular health, tourism, neuropsychology, electronic voting, nursing ethics, aquifers, nuclear physics and beyond, 5 PhD students to Surrey, major cardiovascular symposium (Surrey), gerontological nursing training

major agreement with RCUK partner – FAPESP

- opens up strategic partnership with all São Paulo research universities
- Opens up new funding streams for USP-Surrey collaborations
- Opens up strategic leverage with NCSU and SNU

UCT: ESRC-funded digital storybooks project, sleep, clinical trials KT, sports medicine (diabetes)



2 The Present

curriculum innovation: Global Graduate Award (Languages) – 1000 student registrations 2009-10

NCSU: Dual Masters in Politics, articulation agreement in veterinary bioscience, student exchange (NCSU students to Surrey in 2010/2011)
Articulation of Surrey Bioscience graduates into International Scholars Program in Global Health (Veterinary Medicine) from 2012

SNU: Dual Masters in Political Intervention, student exchange, Surrey summer school participation, Korean language teacher in LTS

USP: Student exchange, 5 PhD students to Surrey

UCT: Student exchange, PhD recruitment (Dance)



3 The Present

Commercial and philanthropic partnerships:

pan-University approach for support of placements, graduate recruitment, R+D support in and beyond FEPS, mobility support, benchmarked against Santander funding

in development:

corporate and philanthropic partnerships



3. Direct Financial Impacts

2010 Banco Santander £180 000 (2009-11)

2010 British Council partnership support £25 000 (IISER Pune)

2010 British Council programme development support £34 000 (SNU, Politics)

2009 British Council mobility support £25 000 (UKM, sustainable development and indigenous communities)

2010 Brazilian Ministry of Education funding £10 000 (language and arts tutor in FAHS)

2010 HSBC sponsorship funding £250 000

2010 British Council DELPHE funding

2011 British Council PMI funding

Unsuccessful bid (with FHMS):

2010 GSK (trials, nursing, zoonotic disease) £675 000

4. Strategic Partnerships 1 – SII, DUFE

Strategy

- Strong focus on UG learning and teaching mission (PGT programmes withdrawn/suspended)
- Research activity 'phase 2'
- Rapid increase in quality (new AD L+T)
- New provision (Economics?)

Financial Performance

- Small retained surplus in SII
- 2010-11: £1.2m income (£574k surplus)
- Finance action register: tax, initial investment etc.



4. Strategic Partnerships 2 – IISER, Pune

Strategy

Strong focus on capacity-building

Surrey leads consortium (with Soton, QMUL, Kent)

Incoming project students/outgoing faculty and research students

SCENARIOS

Important

*Known
Trends*

*Critical
Uncertainties*

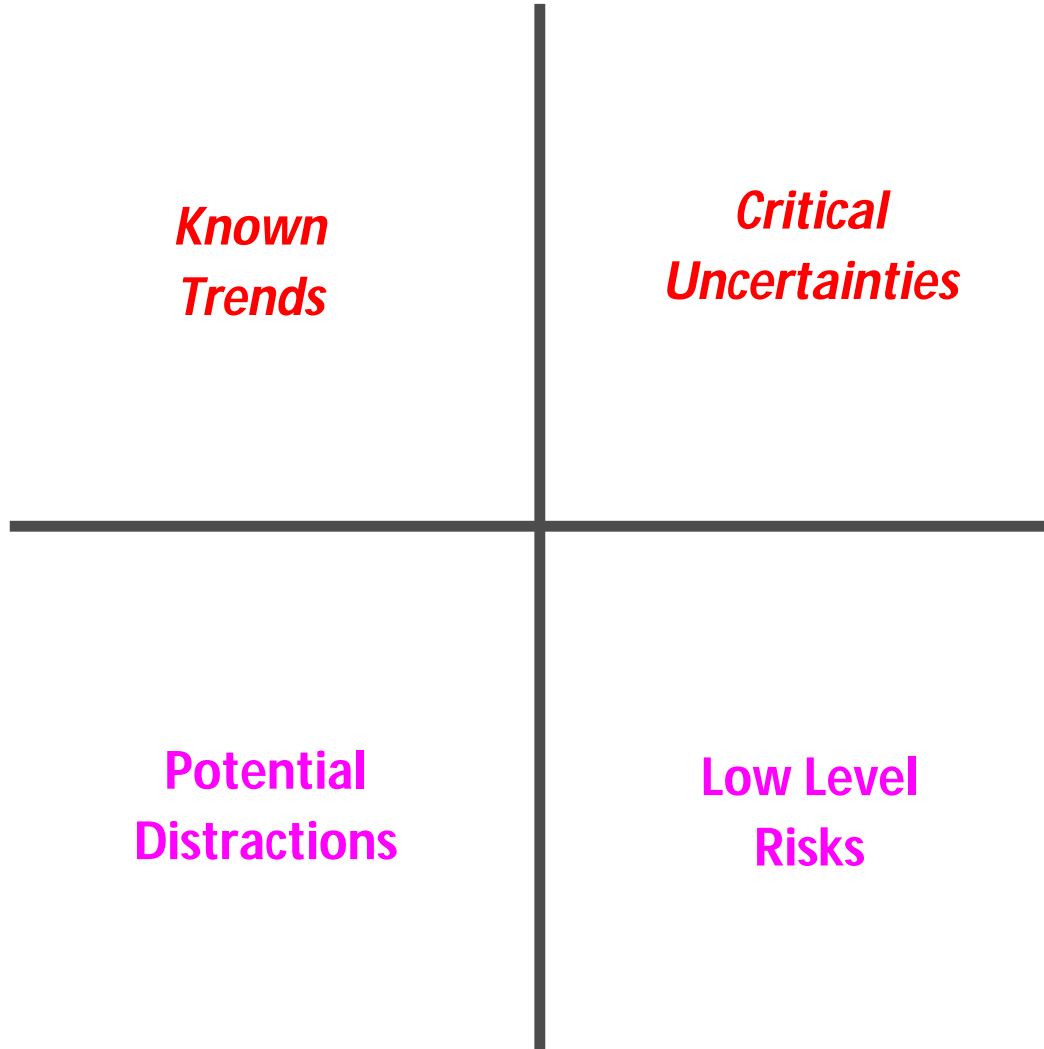
Certain Outcome

Uncertain
Outcome

Potential
Distractions

Low Level
Risks

Not important



Axes of Critical Uncertainty

- UKBA immigration restrictions
- Recession or deficit denial?
- Scale of Government cuts
- Balance of public and private funding
- Autonomous University collaborating strategically or mergers
- Balance of UG and PG provision
- Current International OS student recruitment model or more delivery on international campus
- More flexible HR practice or current model



Threats and weaknesses

Cultural: internationalisation is holistic, not an appendage

Recruitment and Partnership can work in symbiosis

National self-obsession vs international mission

Mobility as key part of strategy

Coherent approach to EU developments (Bologna, EHEA, ERC)

Consistency of narrative, behaviours and values



Learning from airline alliances

Universities are both ahead of other sectors as academic faculty and students go with--or actually lead--global flows, but also behind other networks at the institutional level. To bridge the gap, I believe the model of tight multilateralism would support the necessary autonomy of faculty but also build serious critical mass leading to shared resources, multi-institutional awards, networked research and networked internships for students globally. This is the model of the new University Global Partnership Network. The UGPN--comprising the University of Surrey, North Carolina State University, the Universidade de São Paulo and Seoul National University --is already a step ahead of what Nigel Thrift, vice chancellor of the University of Warwick in England, described last month as an "'international holding company' for universities."

(‘What universities can learn from airline alliances’, *Forbes Magazine*, 11.08.10)