



INTERNATIONAL EDUCATION CONFERENCE

3-4 December 2019

Structures for Success: Past Present & Future

Sharne Procter, University of Durham
Fahd Asif, University of Bradford
Robbie Willis, University of Edinburgh

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The Past

- Differential fees (1981)
- Limited investment
- Centralised recruitment and admissions functions
- Overreliance on small number of markets
- Limited partnership engagement
- Limited visa issues

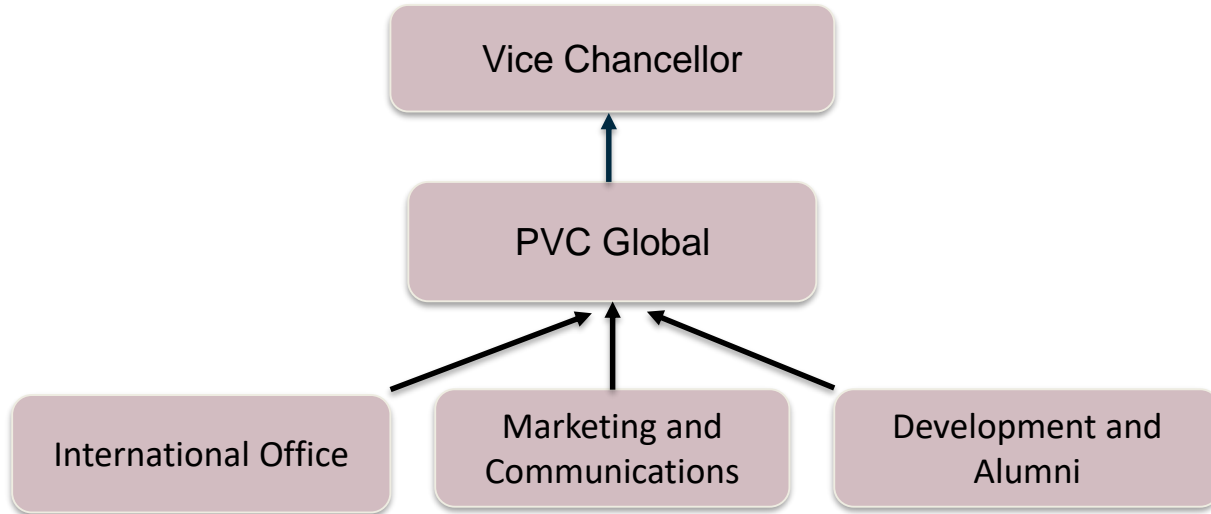
Durham University Strategy 2017-2027

- Increase proportion of non-UK students to 39% by 2027 with 36% non-EU

Total student population	19,349
Total non-UK	33%
Total non-EU	27%

- Step-change in international reputation
- International work/study experience
- Alumni Engagement

Governance Structure



International Office

- Three primary functions:
 - International recruitment (non-UK)
 - Partnerships
 - Student mobility
- Staff Total FTE: 25.3 all Durham based
 - Recruitment 13.3
 - Partnerships 3
 - Student Mobility 4
 - Other 5
- International Business Development Officer from Research Innovation Services (1 day per week)
- China Internships Officer with careers Service (40% in IO)

Future

- Sustainability of existing recruitment model?
- How to achieve increased cross-functional working?
- How to create resilience in face of constant change?



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The Past

The university received its royal charter in 1966, making it the 40th university to be created in Britain, but its origins date back to the early 19th century.

Strong connections with Middle East, Pakistan, India and China both through the city of Bradford and the University community.

Academic & Research Strengths in Engineering, Management, Computing, Health and Life Sciences. In-country provision in Middle East, Pakistan, China, etc.

Traditional centralised Marketing & Student Recruitment Team and dedicated staff within Faculties.

Internationalisation Strategy (2016-2026)

Increase student numbers in the order of 25– 30% over the next ten years with a particular focus on growing the number of international and postgraduate students by 2024.

Links with funding bodies & governments

Data-driven focus on priority markets

In-country provision & partnership development

Agent Management & Open Recruitment

International Hubs

University of Bradford

- Africa
- Americas
- EU
- UK International

Functions:

- UKVI Compliance
- Student Recruitment
- Central Admissions
- On campus activity

Dubai Regional Hub

- Middle East
- South Asia
- South East Asia
- Central Asia

Functions:

- Admissions
- Student Recruitment
- Partnerships
- In-country provision

China Regional Office

- East Asia

Functions:

- Articulations
- Partnerships
- In-country Provision
- Agent Engagement
- Student Recruitment

The Future

Regional vs Faculty focused approach

On campus vs Regional presence?

Competing for limited budgets

Post Study Work Visa

Government Regulations & Compliance

Outsourcing / Locum Staff / Contracting



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The Past → The Present

International Office: Edinburgh based



Edinburgh Global: Regional Centres

International Officers



Regional Managers

IO based international student support



Centralised student support

Student mobility (study)



Study and work away for students and staff

The Future ?

- Global Access
- On-line
- Superstar cities / City Regions
- Employability
- Central vs Faculty based approach
- Partnership Team
- Sustainability – Carbon footprint



Thank you