

Global BU Update

2015-16 - Quarter One Update

1. Executive Summary

- 1.1. The Global Engagement (GE) Plan for Bournemouth University (BU) sets out our approach for 'Taking Fusion Global' and is intended to unite the direction of travel for delivering the global vision, values and targets set out within BU2018. Our plans to establish Global BU from 2018 are ambitious and cut across all aspects of the institution. It is therefore important that progress is continuously monitored and reviewed so that colleagues are able to engage in co-creating, co-shaping and co-delivering our vision for Global BU.
- 1.2. This academic year represents the first full year of delivery of the GE Plan and consequently we have committed to a regular review of the Plan providing updates to UET, ULT and Senate on a quarterly basis with an annual review in July. To fit in with the set executive/committee meeting cycles already established for 15/16, it is recognised that the production timetable for these quarterly reviews are not ideal but is intended to allow for a more timely and authentic opportunity for colleagues to shape and drive the on-going delivery of Global BU. The present report covers the first quarter (August to October) of the academic year 2015/16.

2. Quarter One: Highlights

- 2.1. The highlights of Quarter One are summarised below.

Strategy	After a year-long process of co-creation with staff, and students (through SUBU), the Global Engagement Plan was endorsed by Senate in June. The Plan is available to download at GE Plan
Profile	The inaugural International Commencement Ceremony (ICC) was held on 24th September and was attended by around 500 new international students.
Partnerships	Academic Partnerships Team have launched a new Partnerships Toolkit on their intranet pages
Mobility	The Communication Summer Academy was run at Universidad de las Americas (UDLA) in Ecuador with great success.
Recruitment	Regional managers have been welcoming the new cohort of international students with a number of targeted welcome events for student groups, specifically Thailand, Nigeria, India, China and Turkey.
Research	The first Hub of Practice was commissioned by the Fusion Investment Fund.
Education and Student Experience	Completion of two Higher Education Academy (HEA) backed projects in July. These linked projects secured free HEA consultancy and also a grant of circa £10,000. An additional HEA bid to develop these initial findings further through the Global Talent Programme was also successful (with a value of £25,000).
Professional Practice	Since establishing a BU Alumni Association LinkedIn group last year, the Alumni Relations Team have more than 1,250 members.
People	Three new Associate Deans (Global Engagement) joined in September. One further appointment for the Faculty of Media and Communication will be made shortly.
Environment	The brand new Global Hub, a dedicated resource available for all BU staff to use for events and meetings that contribute towards our vision for a Global BU, is now open.
Finance	A refreshed set of KPIs and PIs have been approved by UET.

3. Quarter Two: Key Priorities

- 3.1. The key priorities for delivery in Quarter Two include:
 - Introducing Global BU to all BU staff, including: publication of the GE Plan, launch of refreshed global engagement internet and intranet pages, and dissemination of mobility and partnerships toolkits.
 - Launching the Global BUzz series of events for 15/16. Coming soon are Global BUzz India (November) and Global BUzz Europe (December)

- Developing the first Global Hub of Practice in Malaysia
- Completion of QS stars data collection
- Concluding discussions on the integrative system requirements

1. Introduction

- 1.1** The purpose of this report is to provide a quarterly review of the activity that has taken place across the global engagement portfolio, internally and externally. The period covered in this report is 01 August to 8th October 2015. Although this report does not quite cover the full quarter (until end of October), it was considered timelier to produce the first quarter report now to allow for a more relevant opportunity for colleagues to shape and drive the on-going delivery of Global BU.
- 1.2** This report is intended to share the key highlights of the last period and set out the key priorities for the next quarter for the Global BU Team. This report also provides an opportunity to celebrate the progress we are making as a University towards our shared vision for a Global BU and continue our close engagement with all staff and students in co-delivering that vision.

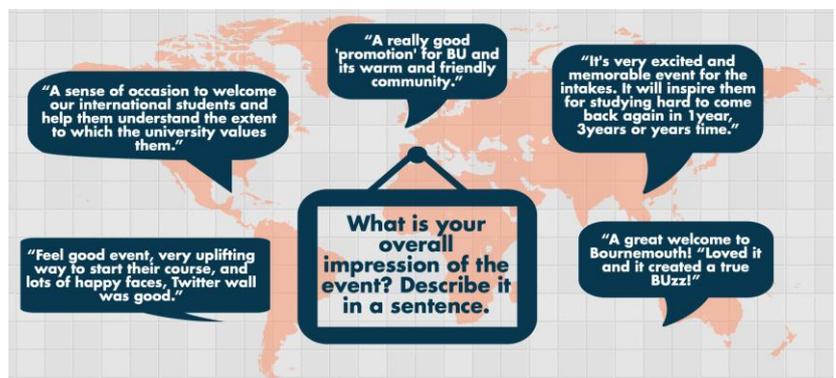
2. Summary of Quarter One

Global Engagement Plan 2015-18

- 2.1** A significant milestone for the portfolio has been finalising the Global Engagement Plan 2015-2018. The Plan, which has been co-shaped with staff and students across the University over the last year, describes the approach and framework for delivering the Global BU ambitions of BU2018 and sets out the shared vision for a Global BU by 2025.
- 2.2** The plan is organised around one purpose (profile), six objectives (partnerships, recruitment, mobility, research, education and professional practice) and three enablers (people, environment and finance), collectively referred to as the 1-6-3 framework. In turn, they combine to create three value propositions: Global Thinking; Global Talent; and Global Traction. Progress against each element of both the framework and the value propositions over the last quarter are described below.

Profile

- 2.3 International Commencement Ceremony** - The inaugural International Commencement Ceremony (ICC) was held on the evening of 24th September at the Bournemouth International Centre. The purpose of this event was to formally mark the beginning of our new international students' time at BU in a special way, in a similar way to how graduation celebrates the completion of their BU journey. The evening was attended by around 500 new international students and 150 staff, as well as alumni and an array of senior figures from across the region, including HM Lord-Lieutenant of Dorset.



- 2.4** Feedback from the post-event survey so far resulted in **69%** of respondents rating the event as either "excellent" or "very good". **24%** rated the event as "good" and **8%** as fair; no one rated the event as "poor". **73%** rated the experience of international students attending the ICC event as either "excellent" or "very good". Again, none of the respondents rated the experience for international students of the event as "poor".

- 2.5 Times Higher Education World University Rankings 2015-2016** - For the first time, BU has been included in the Times Higher Education World University Rankings 2015-2016. The rankings list the best global universities and are the only international university performance tables to judge world class universities across all of their core missions: teaching; research; knowledge transfer; and international outlook. BU features in the 401-500 rankings bracket, placing it ahead of a number of UK HEIs such as Coventry, De Montfort, Liverpool John Moores University and Manchester Metropolitan University.
- 2.6 Building upon our growing international reputation** - As an important step towards enhancing and showcasing our international profile and standing, we are participating in QS Stars for 2015/16. QS Stars is an evaluative tool that helps universities assess their individual institutional performance against a detailed group of measures. Data collection has commenced this quarter.

Collaborative Partnerships

- 2.7 New partnerships** - Over the course of the summer, two new academic partnership agreements were signed. The Faculty of Health & Social Sciences signed a five-year Student Exchange Agreement with Universiti Malaysia Sarawak in Malaysia. The agreement comes after a sustained period of staff exchange and collaborative research between BU and this partner over a number of years. In Europe, the Faculty of Science and Technology (School of Applied Sciences) has signed a Bilateral Agreement for Erasmus+ Staff Exchange with Oslo and Akershus University College of Applied Sciences in Norway.
- 2.8** The addition of these two new partnerships means that there are currently 114 global BU academic partners, of which 46 are international and 68 are Erasmus. The number of UK academic partnerships stands at 25.
- 2.9 Partnership Toolkit** - To help members of staff navigate and find out more about the process for establishing an academic partnerships, the Academic Partnerships Team have launched a new Partnerships Toolkit on their intranet pages. The toolkit is intended to be a support portal that helps staff navigate their way through new partnership developments and partnership management processes.

Recruitment

- 2.10** The start of the new academic year has seen Regional Managers being involved in welcoming international students at the enrolment sessions and helping them to settle into life at BU. There have also been a number of targeted welcome events for student groups, specifically Thailand, Nigeria, India, China and Turkey.

	EU		O/S		Total
	Target	Actual (%+/-)	Target	Actual (%+/-)	
UG FT	221	214 (-2%)	152	159 (+5%)	373
UG PT	0	5	0	18	23
PGT FT	86	113 (+30%)	442	434 (-2%)	547
PGT PT	0	12	0	13	25
Total		344		624	968

Data source: QlikView, as of 12:00 p.m. on 13 October 2015

- 2.11 Country Strategies** - The 2015/16 Country Strategies were finalised over the course of the summer. There are a total of 29, including the EU and overseas and can be found on the refreshed Global BU staff resources intranet pages.

Mobility

- 2.12** The Communication Summer Academy was run at Universidad de las Americas (UDLA) in Ecuador with great success. Six students along with two academic staff members attended from BU. Members of the Mobility Team have been liaising with UDLA to provide images and student feedback so that we can disseminate it more widely.
- 2.13** To date, student mobility figures are up on the same period last year and are as follows:
- 55 incoming exchange students currently at BU (Semester 1) (32 in 2014/15 in semester 1)
 - 80 students are estimated to be outgoing during Semesters 1 and 2 (although this is subject to change as students may withdraw) (43 in 2014/15)
 - 53 work placement students during 2015/16 (39 in 2014/15)

- 26 students undertaking other outgoing activities in early 2015/16.

2.14 Mobility Mobile App – As part of a HEIF project, we have been working with a local developer to create a prototype app that might be used to encourage and support students to take-up work and study abroad opportunities as part of their degree. Once concluded, we may/may not propose via usual discussion/approval channels i.e. GET and UET to proceed to app development or not accordingly. It is likely to be a 16/17 project if at all.

Education and Student Experience

2.15 Higher Education Academy Success - Along with a team of colleagues from across Faculties and Professional Services who make up the Global Talent Programme Group, we submitted the final report to the Higher Education Academy (HEA) on our 'Internationally informed Internationalisation' (III) research at the beginning of July (with a contract value of just under £10,000). This study sought to bring to the fore our understanding of the diversity of pedagogic approaches adopted by our international academic staff with the intention of enhancing the global curriculum and culture at BU.

2.16 The findings from a second HEA backed project that sought to evaluate our current practice and understanding of internationalisation across our subject areas and courses was submitted at the end of July. Both projects are component parts of our wider **Global Talent Programme**, which seeks to develop staff and students as future global talent. Following a third successful bid, this programme has now also received a £25,000 grant from the HEA to help support the development of the outputs from the first two projects and will form a significant part of our work for the rest of the academic year.

2.17 Discussions with the HEA have been held over the course of the summer regarding the wider release of findings for both projects and as a result we have started to release aspects of the project findings through an agreed project dissemination schedule with the HEA.

Research

2.18 We invited applications through the most recent round of the Fusion Investment Fund for establishing **Hubs of Practice**, which are intended to be instrumental in expanding our intellectual capital and its impact beyond our campus into the region, nationally and internationally. Through FIF, the first Hub of Practice will be established in Malaysia in the coming months.

Professional Practice

2.19 Alumni - Since establishing a BU Alumni Association LinkedIn group at the end of the last academic year, the Alumni Relations Team have managed to attract more than 1,250 members. Discussions remain on-going with LinkedIn about closing down another BU Alumni LinkedIn Group which was set up by a BU alumni member but has not been actively managed for some time. The Alumni Relations Team has also been busy making preparations for the upcoming Honorary Graduation.

People

2.20 Associate Deans (Global Engagement) - On 1st September, we welcomed three new Associate Dean's (Global Engagement) to the University: Dr Angelos Stefanidis (Faculty of Science and Technology), Dr Lucy Lu (Faculty of Management) and Dr Malcolm McIver (Faculty of Health and Social Science). The fourth post for the Faculty of Media and Communication has been filled and the appointee will be confirmed soon.

2.21 Global BU Walks - This year we are introducing Global BU Walks and Global Café Forums. The Global BU walks will see the Vice-Chancellor and the PVC (Global Engagement) visiting two or three colleagues each month who have been involved in international/global activity in that month to find out more about their work. The first of these was held on 30th September and the feedback received has been very positive from those members of staff who were involved.

Environment

2.22 The Global Hub - New for this academic year is the launch of the Global Hub on Talbot Campus. The Hub is a key physical enabler for delivery of our global engagement ambitions and will serve as focal point for all of the people and organisations involved in helping to take our vision of Fusion, global. Any member of staff can book or use the Hub to host meetings and run events that support our vision for a Global BU.

Finance and Performance

2.23 Measuring a Global BU - A refreshed set of KPIs and PIs have been approved by UET. These have been developed with PRIME and members of the Global Engagement Team (GET) so that we can better measure the impact that our activities have.

Driving Global Thinking

2.24 Creating a Global BUzz - Over the course of the summer, we have refreshed and enhanced our Global BU pages on the main BU website. These include a section that looks at global thinking across a number of themes that are important to the sector and the internationalisation agenda. Currently our focus is on: Global Cities; Global Talent; Global HE and UK HE Policy; and Internationalisation. Key areas of interest for the last quarter have included:

- the on-going debate into graduate employability (British Council commissioned paper on student perspectives of mobility and the forthcoming 'Green Report');
- the future global skills market (Hays' Global Skills Index 2015) and on-going discussion about talent mismatch (Over-qualification and skills mismatch in the graduate labour market, CIPD); and
- recommendations for the future of university and industry collaborations (The Dowling Review-year, date reference).

2.25 In addition, we have also introduced the Daily BUzz and a Weekly Focus on the internet, which aim to identify and discuss some of the emergent and topical themes coming out of the sector that may be relevant to a Global BU. These are component parts of our plans to drive global thinking and complement our wider social media strategy. More detail on the success of our social media activity is described below under Global Traction.

Developing Global Talent

2.26 Global Talent Programme Group - At the end of the last academic year, we established a cross-University Global Talent Programme Group to oversee the development of our Global Talent Programme. The group was formed following a decision to merge two existing project groups – the HEA Project Group and the Employability Task and Finish Group – and includes representation from all four Faculties, Professional Services, the Centre for Excellence in Learning and SUBU.

2.27 As part of our HEA backed project on the Internationalisation of the Curriculum, we have produced, and will shortly publish, a series of infographics that highlight our current global talent offer across our curriculum. These will be followed by a wider publication of our detailed research into this area. We will also be doing the same for the funded HEA project, Internationally-Informed Internationalisation, but the aim of this project is to project the findings more widely across the sector to help highlight how we can use the insight of international academic colleagues to design and deliver a more internationally informed curriculum.

Delivering Global Traction

2.28 Impact generation - Global BU's digital footprint spans across a range of social media channels – Twitter, LinkedIn, Facebook, Vine, Instagram. The recently launched Social Media

Strategy for Global BU aims to leverage social media for the purpose of generating positive impact for each of our value propositions.

- 2.29** Our Twitter presence includes five accounts, which share over 10,000 followers and are used as dissemination channels, each having a particular focus vis-a-vis its digital content. Global BU's main Twitter account @GlobalBU has followers from over 80 countries and generated an additional 1,473 followers in the last quarter; a 150% increase.
- 2.30** Global BU's weekly Twitter infographics called "Global BU's Bite-sized Facts and Figures in Global Higher Education" generated considerable interest beyond our institution as suggested by Twitter Analytics impact report. Global BU's Bite-sized Facts and Figures in Global HE have been recognised and disseminated through Times Higher Education (THE) and also shared through THE's main Twitter accounts (@TimesHigherEd and @THEUniWorldRank) with their 200,000+ followers.
- 2.31** In recognition of the way that we are using social media to drive global thinking, Jisc, the charity that supports post-16 higher education and research through advice and guidance on digital resources, included the Pro Vice-Chancellor (Global Engagement) in its top 50 most influential HE professionals using social media. In their own words they state that, "The final 50 includes outstanding cases of social media use that others could benefit from." The awards also recognised three other BU members of staff in their 'top 50'; Jasmine Connolly and Nathaniel Hobby in Marketing and Communications; and Kip Jones in the Faculty of Health and Social Sciences.

3. Quarter Two: Key Priorities

Strategy

- 3.1 Introducing Global BU** - to all BU staff, including: publication of the GE Plan, launch of refreshed global engagement internet and intranet pages, and dissemination of mobility and partnerships toolkits.

Profile

- 3.2 Launching Global BUzz series for 15/16** - We are creating a Global BUzz on campus and in all of our communities worldwide by sharing our experiences and inspiring others to become a part of the Global BU community with these dedicated region specific events. They will also give members of staff the opportunity to showcase their global research, will include regional catering and merchandise, along with regional guest speakers. Preparations for our Global BUzz India event will start to take shape over the next couple of weeks. The event, taking place on 11th November, will coincide with Indian Prime Minister, Narendra Modi's visit to the UK and will include regional catering and merchandise, along with guest speakers engaged with India. Alongside this, we will start making preparations for the Global BUzz Europe event on 17th December which will follow the same format. These full-day events will offer an opportunity for students and staff as well as external stakeholders to be involved.
- 3.3 The Global Festival of Learning** – Our vision is for this to be a key global event in the BU Calendar as an emblem of our vision for taking Fusion global. It is envisaged that from 2017 we will have developed a strong Global BU profile to be able to host this event simultaneously in 6 other parts of the world. For 2015/16, our intention is to run this as a pilot, and will focus on running the event at one/two global host locations in parallel to the Bournemouth-based festival. Venue selection will be made in the next quarter.

Partnerships

- 3.4 Partnerships toolkit** – launch and promote the use of the new Partnerships Toolkit developed by the Academic Partnerships Team.

Recruitment

- 3.5 Country/region presentations** – Produce a series of presentations with the most up-to date information about BU's footprint in target countries/regions.
- 3.6** The International Marketing and Student Recruitment Team (IMSRT) will be creating a bespoke interface for BU on WeChat (a Chinese social media site), working with a PhD student in the Faculty of Science and Technology
- 3.7** Visits to countries for quarter two for IMSRT include Finland, Bulgaria, Iceland, Indonesia, Kazakhstan, Norway, Vietnam, Egypt, Qatar, and Nigeria. Travel plans will be shared with Faculties and travellers identified.

Mobility

- 3.8 Student mobility app** – complete the prototyping phase of this HEIF project.
- 3.9 Mobility toolkit** – launch and promote the new Student Mobility toolkit.

Research

- 3.10 Commission research on the value of internationalisation** – in order to provide an evidence base for the value that global engagement adds to HE and beyond.

Education and Student Experience

- 3.11 Global Talent Programme** – over the next couple of months, we will start to develop a strategy for embedding some of the key benefits that this programme will bring. This will include working with the Global Talent Programme Group to help define what the programme will look like, engaging with employers and other external stakeholders to help develop something that complements the needs of industry, and making preparations to pilot a scheme at the beginning of the New Year. As we do this, we will also be developing a number of tools aimed at helping staff to design and develop global talent units i.e. units that have employability and internationalisation at their core (for more information on how the Global Talent Programme supports delivery of our Global Talent value proposition, see below).

Professional Practice

- 3.12 Global, national and regional stakeholder engagement** – We will be writing to a range of stakeholders from across the region, UK and the rest of the world to introduce our Global BU vision. We will also look to have firm arrangements in place to invite or visit key stakeholders and start building some strategic relationships that can help share our vision and plans more widely.
- 3.13 Hub of Practice** – Drive the establishment of our first global Hub of Practice in Malaysia and incept the second Hub through the next round of FIF Funding.

People

- 3.14 Global Engagement Team and Hub** – With the exception of the final ADGE (for Faculty of Media and Communications), the Global Engagement Team and Hub are now established and the focus for this quarter will be to embed this new leadership and management framework to confidently coordinate and deliver the GE Plan ambitions.

Environment

- 3.15 Global Hub on campus** – Promotion and establishment of this as a University-wide resource and physical on-campus focal point for global engagement activities.

- 3.16 Systems** -To coherently capture, monitor and maximise the value of BUs global activity, the GE Plan recognises the need for an integrative system that will manage all partnerships, mobility and global Fusion activity. IT colleagues undertook a requirements review at the end of the academic year. Discussions will now be concluded with a view to agreeing a preferred solution imminently.

Finance and Performance

- 3.17 QS Stars** – completion of the data collection and commencement of external audit of data.

Global Talent

- 3.18 Global Talent Programme** – We make preparations in readiness to pilot our Global Talent module/unit at the start of 2016. By the end of the 2015, we will aim to have met with a number of regional employers with a view to involving them in the design and delivery of the Global Talent Programme; we will also seek their views on possible endorsement of the programme once it is finalised. We will disseminate the findings of the two HEA projects – Internationally-Informed Internationalisation and Internationalisation of the Curriculum – externally across our range of social media applications. These reports will be added to our Global Talent Programme resources on the intranet along with a number of other resources such as case studies for staff.

Global Thinking

- 3.19** Undertake research, which is in line with Global BU's four themes of global relevance, namely Global Talent, Global Cities, Global HE and HE Policy and Internationalisation; and in so doing, to contribute to BU's reputation as an international thought leader (#GlobalThinking)

Global Traction

- 3.20** Launch our **Impact Generation and Dissemination Strategy** for regional, national and international impact (#GlobalTraction). We will also strengthen our social media presence in order to enhance our international reach and impact.

4. Conclusion

- 4.1** The focus of this first year of reporting is as much about engaging with staff and students across BU about how they can be involved in co-creating, co-shaping and co-delivering this shared vision, as it is about reporting on performance in terms of outcomes and impact. The arrival of the three new Associate Deans (Global Engagement) means that, moving forward, we will be able to work more closely with Faculties to better understand their particular contexts. They will also help us to share and drive more activity that aligns with our Global BU vision and start to generate some real impact across the University and further afield.
- 4.2** Whilst the first quarter of the new academic year has seen us make a confident start on our journey towards a Global BU, we recognise that there is a lot to be done in order for us to start generating the level of impact that will raise our standing across the sector, both at home and overseas. The International Commencement Ceremony is one such example that highlights our ambition and willingness 'to dare to be different' and represents a fantastic springboard for us to go onto achieve the level of impact desired.