

## **Global BU Update**

### **2015-16 – Quarter Two Update**

#### **1. Executive Summary**

- 1.1** The purpose of this report is to provide a summary of global engagement activity in the second quarter, covering the period 1<sup>st</sup> November to 31<sup>st</sup> January. The report shares the key highlights of the last quarter and sets out the key priorities for the next period. The report first provides highlights of the external environment context for Global BU and structures the internal updates around the 1-6-3 framework of the Global Engagement (GE) Plan.
- 1.2** A summary of key GE activities in Quarter 2 are as follows:
- The Vice-Chancellor and Pro Vice-Chancellor joined a three-day ministerial delegation to India in early December.
  - Two locations have been secured in principle for the pilot Global Festival of Learning in 2016; a cross-institutional working group has been established to oversee the pilot.
  - A working group has also been established to shape and deliver the second International Commencement Ceremony 2016.
  - A Fusion Investment Fund call was launched inviting applications for Hubs of Practice in India and China.
  - The Student Mobility Team were reconfigured and recruitment to key positions (including dedicated Faculty administrative support) was made in January to support Faculties in driving improvements to PI 7.
  - Draft Faculty and core Professional Service Operational Plans were produced to support delivery of the Global Engagement (GE) Plan.
  - The pilot of the Global Talent Programme was launched at the end of January/early February.
  - Research commenced exploring the concept of Global Talent in the region.
  - A series of Global BU events across campus have become established, including the Global BUzz Events (focused on India and Europe to date); the Vice-Chancellor and Pro Vice-Chancellor monthly walks; and Global BUzz café forums.
- 1.3** Priorities for Quarter 3 include:
- Piloting the Global Festival of Learning.
  - External stakeholder engagement through the Global Icon/Ambassador (working title) Scheme.
  - Making preparations for the second International Student Commencement Ceremony.
  - Piloting (and then further implementation of) the Global Talent Programme.
  - Developing and embedding the championship of the GE agenda at the departmental level.
  - Embedding the Mobility and Partnerships teams within the Global Engagement Hub to support Faculties in making rapid improvements to PI 7.
  - Establishing two further Hubs of Practice in China and India.
  - Finalising GE operational plans in line with the delivery planning process.

## 2. Introduction

- 2.1** The purpose of this report is to provide a summary of global engagement activity in the second quarter, covering the period 1<sup>st</sup> November to 31<sup>st</sup> January. The report shares the latest in external HE policy news, alongside the key highlights of the last quarter and sets out the key priorities for the next period. The report is structured around the 1-6-3 framework of the Global Engagement (GE) Plan.
- 2.2** Since the production of the Quarter 1 report, a series of Global Engagement Milestones (GEMS) were developed and subsequently agreed with UET in autumn 2015. These included three existing KPIs/PIs that are of particular relevance to GE:
- KPI3 - (original) Non-UK Student Population on Campus %.
  - PI7 – % UG students undertaking in exchange and mobility in their programme.
  - PI 22 - Mirror calculation for THE composite International Outlook score.
- 2.3** To ensure that the current measures of global activity were fully representative of the depth and breadth of the Global Engagement Plan UET approved the addition of two additional PIs on Global Engagement: PI39 – non-UK leavers in employment or study and PI40 - number of corporately led strategic partnerships. These are now reported along with all Global Engagement PIs as standard in every ULT KPI Report. In the summer review of KPIs in 2016, ARG will also be asked to agree to change the title of the existing PI7 from ‘% UG students undertaking in exchange and mobility in their programme’ to ‘% of all students undertaking an international activity as part of their BU experience.’ The data definition, collection and reporting reflects this broader title.

## 3. External Context

- 3.1** The last quarter has seen a number of key external developments impacting HE. A summary of the key highlights relevant to the Global BU context is provided here.
- 3.2** PM Narendra Modi’s visit to the UK in November 2015 highlighted a number of opportunities for the UK HE sector. This builds on current success, where more than 160,000 Indian students have studied in the UK in the past decade and in India there is already a network of over 250,000 alumni who are UK HE graduates. Moreover, the value of UK-India research has grown from less than £1 million in 2008 to over £200 million today.
- 3.3** Competition among traditionally strong study abroad destinations – in this case the US, Australia and the UK - is toughening. Whilst recent changes to the visa rules for international students in Australia aim to stimulate further growth, the 2015 Open Doors report by the Institute of International Education suggested that number of international students in the US increased by 10% in the space of 12 months, marking the highest rate of growth in 35 years, and recently overtaking the UK.
- 3.4** Within the UK HE context, whilst international students from China have been on the rise, those from India have declined for a third year in a row. However Indian media have been highlighting unwelcoming UK policies, and presenting reports such as the OECD’s *Education at a Glance 2015*, which presents the most costly countries to study (the UK being the highest) among other global HE comparisons.
- 3.5** We should also not underestimate the potential that Asia holds to compete on the global HE scene. Both China and India have introduced plans to become global forces in HE. Whilst China aims to focus on attracting more international students and creating a web of international partnerships, India is ramping up efforts to introduce a ‘Study in India’ campaign. 380,000 international students from over 200 countries are already enrolled in Chinese HE institutions. Meanwhile, almost one-eighth of the world’s top 200 universities in the 2015-16 THE World University Rankings are now Asian.

- 3.6** All this suggests that the global HE landscape is shifting at an unprecedented pace and the success of UK HE will depend on adopting a proactive approach to such developments. The activity in China and India though is particularly relevant for our planned Hubs of Practice – see further detail below.
- 3.7** Key changes to the UK HE landscape have been introduced in the last quarter notably from the Government Green Paper on Higher Education. The Green Paper has promised to continue, in line with Government's commitment to widen participation, to open the sector to new providers, and increase transparency and introduce common metrics for measuring Teaching Excellence. Consultation from the sector closed early January. Our [Daily BUzz](#) continues to review and comment on the latest news and developments affecting global HE including commentary on the [Green Paper](#).
- 3.8** The Chancellor's Autumn Statement and Comprehensive Spending Review (CSR) quickly followed the Green Paper – and received a mixture of reactions from the HE sector, and together with the Green Paper signals quite a change for UK HE. It left BIS with a 17% spending cut, although this was not quite as severe as anticipated. The Government has already announced the 2018 closure of BIS's Sheffield office where HE is based, causing concern to the loss of institutional memory. The Government has also committed to developing and funding apprenticeships, to provide an alternative to HE.
- 3.9** The sector welcomed the Government's decision to implement [the Nurse Review](#), which recommends that research councils be led under a new body, the Research UK (RUK). The two key disappointments came with the announcement that both student opportunity funding which encourages social mobility for the poorest students, and the teaching grant will see considerable cuts, the latter by £120 million.
- 3.10** Last summer [Universities UK](#) launched a campaign to stay in the EU ahead of the [the Brexit Referendum](#) focusing largely on the positive impact the UK's membership of the EU has on research, as well as the need to protect the £1.2bn per annum that the UK gets from European research funding. In January, the [Prime Minister](#) made it clear that he will not hurry into a deal, however he will discuss the UK's new relationship with the EU in the upcoming European Council meeting with the expectation of returning home with a deal for a referendum this summer in June.
- 3.11** The Immigration Bill 2016 continues through Parliament, while the debate on how new proposals will affect international students continues. On Wednesday 20th January, Parliament announced that from 6 April 2016, 'some skilled non-EEA workers with Tier 2 visas will only be eligible to stay in the UK permanently if they are earning at least £35,000.' Although some workers will be exempt, all affected workers must demonstrate that their salaries are £35,000 per year, or the appropriate pay according to the relevant occupational code of practice should that be higher. Those unable to prove this will not be allowed to stay in the UK for longer than six years, and will not be able to apply for another visa until after a year has been spent outside of the UK.

## 4. Key Highlights from Quarter 2

### 1 Our Purpose

#### A Global BU

##### Rankings

- 4.1** BU entered for the first time into the **Times Higher Education top 200** list of the most international universities in the world. This measure is calculated using data on international to domestic student and staff ratios together with a measure of the proportion of a university's total research journal publications that have at least one international co-author.

##### Ministerial Delegation to India

- 4.2** In early December, Professor John Vinney and Dr Sonal Minocha joined the recent **ministerial delegation to India** led by the Secretary of State for Business, Innovation and Skills, Sajid Javid MP, and the Minister for Universities and Science, Jo Johnson MP. The visit has re-enforced our plans for establishing our first India Hub of Practice as early as possible in 2016 – for more detail on the latest on Hubs of Practice (see below for more detail). For a summary of the trip, see our [Storify](#), which wraps up the key headlines of the visit.
- 4.3** Drawing on our participation in the ministerial delegation to India we also recently launched a India-themed series of infographics – see the Storify above for examples of these. The infographics attracted a number of mentions and shares on social media by a range of global professional bodies and organisations post the visit. Organisations included Times Higher Education, World Bank, the United Nations Development Programme, Ernst & Young, UKTI, British Council, International Unit, British High Commission in India amongst others.

##### Global BU Events

- 4.4 The Global Festival of Learning** - The Global Festival of Learning (GFOL) strives to be a key global event in the BU Calendar as an expression of our vision for taking Fusion global. It is envisaged that in a few years we will have developed a strong Global BU profile to be able to host this event simultaneously in up to 6 other parts of the world i.e. a Festival of Learning in each continent with a lead partner in each. We would run this as a pilot in 2016, and therefore the scale will be smaller and the intention is that we will run the event at two global host locations in parallel to the Bournemouth-based festival.
- 4.5** Two locations have been shortlisted for the GFOL: Malaysia and China. It is proposed that the Festival will occur over two days in China, followed by two days in Malaysia. It is intended that the PVC Global Engagement will attend both Festival locations accompanied by other staff, students and colleagues. The PVC (GE) will provide strategic leadership of the GFOL and has set up a small working group which will meet monthly, and be responsible for delivering the event in both host locations. As a sub-group of the main Festival of Learning Steering Committee, the PVC (GE) will provide regular updates on progress to this group.
- 4.6 ICC 2015 and looking ahead to 2016** - A meeting was held with ULT colleagues from M&C, Academic Services and Student Services to discuss feedback on the ICC in 2015 and to start planning ahead for 2016. A meeting of the 2015 working group was also held on the 2<sup>nd</sup> December to share staff and student survey feedback.
- 4.7** In brief, both student and staff feedback via a post event survey affirmed the success of the event: 97% of BU staff felt the event fulfilled its purpose; 89% of students rated the event as 'good' or 'very good'. Student feedback included:

“The effort made by the uni made me feel so welcome and special and it makes me wanting to do even better at uni...”

“Absolutely loved it. It definitely made me feel like I belong and that I matter. I felt less overwhelmed.”

“It was absolutely amazing. Everything from getting there and back to the evening's programme was perfect. I had a great evening talking to other students in my position as well as the University's staff.”

- 4.8 With around 150 members of staff in attendance, the staff were also very positive, noting:

‘It was nice to see high-profile guests share enthusiasm over welcoming international students’.

‘Having notable figures from across Dorset present and giving speeches was a great way to welcome international students to England and to Bournemouth.’

- 4.9 Looking forward to the ICC event in September 2016, a new working group has been established meeting regularly from January 2016.

- 4.10 **Global BUzz Series** – November saw the first of our four Global BUzz events – [Global BUzz India](#) – which was held on 11th November, to coincide with Diwali. This was a co-produced and co-presented event with the students from the Bournemouth Bharatiya Club. The event was attended by around 75 people, including Conor Burns MP and was considered to be a success. Our guest speaker – acclaimed Indian poet and author – Meena Kandasamy was well received and returned at the end of November to run a community-based poetry workshop at Kinson Hub.

- 4.11 Following on from the success of **Global BUzz India**, over 50 members of staff and representatives from local businesses and organisations celebrated everything European at Bournemouth University at [Global BUZZ Europe](#) on 17<sup>th</sup> December. Our special guest and keynote, Nuno Almeida – founder and CEO of Nourish Care Systems – spoke about the opportunities that Europe offered knowledge-intensive start-ups. Staff from across all four faculties presented a showcase of the recent and on-going research that they had been involved in with European partners. We were also joined by students from the BU European Society who spoke about their experience of life in Bournemouth.

- 4.12 The Vice-Chancellor and Pro Vice-Chancellor (Global Engagement) have continued to meet with staff from across faculties as part of the monthly **Global BU Walks**. There have been nine meetings to date with staff from all four faculties. Recent feedback from one member of staff said, “*I very much enjoyed the VC and Sonal's visit and appreciated their support for the international activities I have undertaken so far. Many thanks for organising the visit.*”

### Social Media Activity

- 4.13 Global BU's refreshed **Social Media Strategy** features a total of seven social media outlets, namely Twitter, LinkedIn, Facebook, YouTube, Vine, Instagram, Storify. Our latest Twitter figures suggest we now have over 20,000 followers shared across our five Twitter accounts (a rise from 14,000 since our first quarterly review was published). Our core Twitter account - @GlobalBU attracted over 16,000 profile visits in January 2016 (2,300 visits more than @GlobalBU's previous all time high in July 2015 of 13,700 visits). Our recently launched Facebook page attracted over 1,800 followers since its launch in October. Our five Global BU Twitter accounts were amongst the highly engaged social media accounts during the Ministerial Delegation to India. Global BU India-themed content was shared by the British High Commission in India, UKTI India, Indian businesses and a number of High Commissioners for various States in India.

- 4.14 The **Alumni Association** Linked In group has continued to grow and now has more than 1,300 members. Their Twitter account, @BmthUniAlumni, now has just under 1,100 followers whilst there are more 70,000 active alumni volunteers listed on their database.

- 4.15** For BU staff, our **Global BU intranet** continues to be well utilised. Since Global BU was formally launched at the end of September, the number of visits and unique page views have both increased considerably. Collectively, the Global BU intranet pages receive more than 2,000 hits per month on average, with more than 50% of those hits being unique page views. This quarter, peak traffic has coincided with articles promoting the two Global BUzz Europe events.

## 6 Objectives

### Partnerships

- 4.16** The overall number of overseas academic partnerships has risen by seven over the last quarter to 121. Five new partnership development proposals (PDPs) have been submitted and approved to develop partnership agreements with new partners. The following partnership agreements were signed (all student exchange and research / staff exchange – Erasmus) were all within the Faculty of Management:
- Deutsche Sporthochschule Koln – Germany (additional programmes added for exchange)
  - Università di Bologna (UNIBO) – Italy (new partner)
  - Free University of Bozen-Bolzano – Italy (new partner)
  - IPAG Business School – France (additional programmes added for exchange)
  - ESC Amiens – France (new partner)

### Recruitment

- 4.17** The following table shows application numbers for September 2016 and application status for January 2016. While the latest HESA data release for 2014-15 showed a continued decline for international (non-EU) recruitment to the UK for new students of -3%, BU saw a 5% increase for the same period. For 2015, there continued to be growth for September entry and as the figures below indicates, BU continues to claim market share from others in a declining environment. Working closely with the AD's Global Engagement, there will be a strategic focus on nurturing recruitment partnerships leading to sustainable recruitment channels in targeted markets. While this approach (at UG level) is a "slower burn" it generally leads to stronger, sustainable and higher quality growth in the long-term.

<b>Current Application Numbers for September 2016 (08/01/16 vs (09/01/15)</b>		
Total PG OS	1131 vs 1092	+3.57%
Total PG EU	59 vs 49	+ 20.41%
Total UG OS	385 vs 326	+18.1%
Total UG EU/NK	498 vs 431	+15.5%
Total	2073 vs 1898	+9.2%
<b>Current Application Status for January (2015/16 cycle vs Jan 15)</b>		
Applications received	649 (PGT) vs 696	
Deposits	155 vs 168	
CAS	104 vs 110	

Source: Qlikview, UKVI, SITS

## Mobility

**4.18 Student Mobility** – during the last quarter, 119 students took part in some form of overseas travel as part of their studies. The Faculty of Management (46) and Faculty of Media and Communication (38) had the most students engaged in overseas travel during this period. The top five most visited countries were: Spain (37); Belgium (21); Malaysia (9); the USA (8); and Turkey (7).

### Most popular types of student mobility activity

Field Trips	32
Study Exchange	23
European Parliament visit	21
Placements	20

Source: Student Travel Register

**4.19** The Student Mobility Team also welcomed the largest number of **incoming exchange students** in a single semester (66). The team organised a bespoke orientation week for these students in the week commencing 25<sup>th</sup> January.

**4.20** The period 01 November 2015 – 31 January 2016 saw 115 academic staff travelling overseas on BU business. The most frequently visited countries were the US (34), France (12) and Spain (9). So far this academic year, 28 applications have been successfully awarded funding via the staff mobility and networking (SMN) FIF strands. Of that 28, 19 awards had an international element or focus, representing around £50,000 of FIF investment.

### Number of trips abroad by academics by Faculty:

SciTech	10
Management	48
Media and Communications	49
Health and Social Sciences	8
<b>Total</b>	<b>115</b>

Source: ADs(GE) Activity Reports and Travel Register

**4.21 Global Horizons Fund – Malaysia trip:** Students from the Faculty of Health and Social Sciences travelled abroad with the Global Horizons Fund (GHF) at the beginning of January. Prior to their departure, colleagues from the GE Hub worked with students and lead academics for the trip on proposals to capture video blogs and photos documenting their time in Malaysia. Outputs from the Malaysia trip have already been published/shared through Global BU's social media outlets and have been received positively. The aim is to package all of the digital content together in a video that will be shown as part of the Global BUzz ASEAN event in May.

**4.22** Two **Global Engagement Administrators** joined the Student Mobility Team in January to help Faculties in driving up student mobility activities in support of PI 7.

## Research = Global Thinking

**4.23** As evidenced through our entry into the Times Higher top 200 most international universities, our **global research across our academic footprint** is extensive. Some highlights are as follows:

- Dr Ishmael Tingbani visited Ghana in December 2015 to undertake joint research with the Ghana Institute of Management and Public Administration into small-scale industries. This was the result of a successful Fusion bid.
- Successful EU bid application (Professor Sangeeta Khorana) on Public Procurement Initiative.
- Prof Changhong Liu is involved as Co-Investigator on a four-year grant (AniAge) awarded by the European Commission Horizon 2020 to study Southeast Asian intangible cultural heritage. Led by NCCA of BU, it is a multi-national effort, involving research teams in France and several Southeast Asian countries.
- Chris Shiel has been working with colleagues in seven countries (Germany, Brazil, USA, Greece, Portugal, SA, UK) on a comparative study of HE Sustainable Development Policies as pre-conditions for sustainability actions.
- Richard Stillman is working on a collaborative project to predict the effect of environmental change on birds in Mexico and Alaska. The new project is funded by the US Geological Survey.

- Dr Hanaa Osman and Crispin Farbrother met with Centro Superior de Hosteleria de Galicia to discuss their keen interest in opportunities for their students to progress to our top up programme; as well as staff and student exchange opportunities.
- Dr Jayeon Choe visited Sookmyung University in December to discuss possible student and staff exchange possibilities. Colleagues were very positive and have followed up with information relating to units available in English.

**4.24** In summary, to date, there are currently 27 new or pending **EU funded research project** submissions across all four faculties, with a majority of those (18) in the Faculty of Science and Technology. Projected income from EU funding for RED awarded projects for 2015/16 across all faculties is up (£1.3m) against 2014/15 actual figures (£968,719).

**2015/16 projected EU funding income**

SciTech	£567,825
Management	£230,014
Media and Communications	£401,464
Health and Social Sciences	£101,081

Source: RKEO

## Education and Student Experience = Global Talent

**4.25** A selection of Faculty highlights in the last quarter include:

- Partnership with Montclair University to be expanded to include year-long post-graduate student exchange.
- Faculty of Management have been approached by L'Ecole Ferrieres in Paris to deliver a uniquely designed credit-bearing study abroad programme for their students in 2017.
- Ten Sociology students had a successful visit to a partner University in Malaysia (see above for more detail).

**4.26** On the 28<sup>th</sup> January 2016, we also welcomed our new international students at the International Student Welcome Reception. See the excitement of our students and staff in our Storify of the event - [here](#).

**4.27** Data provided by Placement Coordinators in December showed that a total of 272 students would be going on **overseas placement** this academic year as part of their degree, with 150 of those coming from the Faculty of Management alone. The USA remains the most popular destination (44) followed by Spain (23) and South Africa and China (both 13).

**4.28 Global Talent Programme** – A brainstorming session was held at the beginning of November to consider how best to conceptualise our global talent offer and what our pilot Global Talent programme should look like. As a result, members of the GTP group have been working in sub-groups on developing global talent attributes, the design and development process for the global talent module equivalent, and embedding global talent through our work placements.

**4.29** Another GTP group meeting was held in January 2016, following the brainstorming session in November. The January meeting was an opportunity for the GTP group to discuss various outputs of their work in sub-groups on conceptualising our global talent offer. This was followed by a discussion on key decisions with regards to the pilot module of our GT offering, which is to be launched in early February and aimed at both current students and January starters. Discussion outputs from this January meeting were pulled together and organised and an initial outline of the GTP offer (Pilot stage) was distributed across members of the GTP group for further input – prior to the launch of the pilot stage in February.

**4.30** As part of our Global Talent Programme, our researchers in the Hub have also commenced a small research exercise into the concept of Global Talent and the economic, socio-cultural and demographic contribution of non-UK born talent in Dorset. The research has been carried out across five sectors of Dorset's economy, which are also sectors with high concentration of non-UK born talent, namely Finance and Professional Services, Tourism and Hospitality, Digital and Creative, International Education and Healthcare. It includes core stakeholder groups:

- Employers of Non-UK Born Talent in Dorset

- Non-UK Born Talent Employed in Dorset
- Local Authorities (Council Bodies) in Dorset

**4.31** To date, the research team have undertaken interviews with Bournemouth Borough Council and employers representing the Digital and Creative and International Education sectors. Interviews are to be carried out with non-UK born talent across our five target sectors. An employers' survey in the region are now live and have attracted a total of 30 responses in the first week of their launch.

### Professional Practice = Global Traction

**4.32** A **Faculty highlight** this quarter was that Dr Phil Long has accepted an invitation from the Lao Government to collaborate on a World Travel Market project with the planning department within the Ministry of Culture, Information and Tourism. This is an exciting and important project as the UK Embassy is also on board to provide an official framework between UK Government and Lao Government, for UK HE institutions to cooperate with Laos. Hanaa Osman will be representing BU at an upcoming stakeholder meeting and a symposium in Laos during March 2016.

**4.33** In other Faculty news:

- In December, Dr Debby Sadd from the Faculty of Management was one of only four UK academics invited to attend a symposium in Tokyo on the 16th for his work related to London 2012 Olympics.
- The global reach of the Disaster Management Unit (DMU) continues to expand in research terms. The DMU has five new PhDs beginning in January 2016 along with a postdoc and have been involved in three external funding bids since the start of September 2015. The new MSc in Crisis, Disasters and Cyber-Security will be delivered from February 2016 and already has a contract to deliver this accredited CPD training in London to policy-makers from Qatar.
- In December, Adrian Pinder travelled to India to Kerala University of Fisheries and Oceanic Sciences (KUFOS) to deliver a series of open lectures in specialist research disciplines. Adrian also met with the Vice Chancellor, Pro-Vice Chancellor and others as part of an effort to explore formal academic, business and research collaborations (including opportunities for student/staff exchange). This was followed up with a similar discussion at Bharathiar University in Coimbatore. Adrian's trip concluded with a trip to Mumbai where he was invited to attend the Sanctuary Asia Wildlife Awards Ceremony: <http://www.sanctuaryasia.com/>
- A delegation of 14 senior officials including representatives from the FUSC, CSSC, British Council, China Scholarship Council, Fujian Normal University, Tongji University and Liaoning Provincial Education Department following successful bid submission to host Chinese football coaches on a 12 week training programme.

**4.34** So far this academic year, just over £189,000 has been allocated to eight projects, which expect to produce global impacts, via the **co-creation and co-production** strand of the FIF.

**4.35 Hubs of Practice:** Through the last round of the Fusion Investment Fund, the first Hub of Practice was allocated funding to set up in Kuala Lumpur, Malaysia. Alongside this ASEAN Hub of Practice, UET agreed for a special call of the Fusion Investment Fund to be opened to invite applications for two more Hubs of Practice in China and India. Together, these three Hubs of Practice will be crucial in achieving the longer-term sustainability of the GE portfolio. The application deadline was 18<sup>th</sup> January and the FIF committee will be meeting in early February to review applications.

**4.36** In line with our ambitions to raise our profile globally, and specifically in-country presence and traction in our target regions, an outline proposal has been prepared to develop a cadre of **Global Ambassadors** (title to be confirmed) who we might deploy as Global BU ambassadors for our profile-raising agenda in line with objectives one and six of our Global Engagement Plan, and in support of BU2018. The outline proposal will be developed further in collaboration with the Global Engagement Team in the next month.

## 3 Enablers

### People

**4.37** The leadership and management framework designed to enable and coordinate delivery of the GE Plan is now fully operational. As set out in the GE Plan, the core Global Engagement Hub is the vehicle for operationalising and coordinating a cohesive approach to delivering our global engagement ambitions. This is supported through the institution wide [Global Engagement Team](#), comprising staff from across a range of service areas, who are collectively working under the banner of the GET to deliver our vision for a Global BU. The GET includes: Associate Deans (Global Engagement), International Student Recruitment, Academic Partnerships, Mobility and Alumni Relations.

### Environment

**4.38 Global Hub on campus** – The Global Hub is becoming a well-used resource by a wide range of Faculty and Professional Services staff. Informal feedback on the space has been very positive. During the last quarter there were around 40 workshops and meetings were held in the Global Hub which included: Fusion project meetings, BUZZ event planning meetings, global engagement Faculty meetings and student mobility discussions.

**4.39 Integrated IT system** - We made an explicit commitment within the Global Engagement Plan for an integrated IT system to manage all partnerships, mobility and Global Fusion activity, for effective relationship management, engagement monitoring and impact assessment. Initial discussions started on this in April 2014. IT commenced a due diligence process/requirements exercise in July 2015 that concluded at the end of August. The next step for the project is for IT colleagues, with the Mobility Team, to carry out a feasibility assessment of the preferred solution. This will commence in February 2016.

### Finance and Performance

**4.40 Financial reporting on GE activity:** As part of the regular monitoring of global engagement activity and performance, we intend to capture not only the financial investment and return on the global engagement activity directly led by the PVC (GE) but also the wider picture of GE investment across the university. This was raised with Finance & Performance colleagues in the last academic year and it is hoped that a regular report on university-wide financial ROI in GE activity will be able to be produced regularly in this academic year, and reported on through this quarterly update.

## Measuring Global Engagement Performance

### Global Engagement Milestones

**4.41** In October 2015, ARG endorsed the addition of two additional **PIs on global engagement:** PI39 – non-UK leavers in employment or study; and PI40 - Number of Corporately Led Strategic Partnerships.

**4.42** In the summer review of KPIs in 2016, ARG will also be asked to agree to change the title of the existing PI7 from ‘% UG students undertaking in exchange and mobility in their programme’ to ‘% of all students undertaking an international activity as part of their BU experience.’ The data definition, collection and reporting reflects this broader title.

**4.43** It is recognised that whilst the KPIs/PIs are sufficient for measuring progress at the governance level it is important that a comprehensive set of information is available to monitor the entire portfolio at an executive level. Additional measures to regularly drive

activity and decision-making have therefore also been identified, referred to as **Global Engagement Milestones** (GEMs) (which include the KPIs/PIs identified above), and are reviewed regularly by the PVC (GE) and will be provided as part of the annual update.

## 5. Looking ahead: Key Priorities Next Quarter

- 5.1** A key priority for the next quarter is to work with Professional Services and Faculties in preparing Delivery Plans for the next three years. Specific guidance has been developed that attempts to draw out the global engagement priorities from the agreed GE Plan to enable better and integrated delivery. In addition, there are a number of key projects/activities that the Global Engagement Hub will be working with colleagues across the University to deliver including:
- Piloting the Global Festival of Learning.
  - Making preparations for the second International Student Commencement Ceremony.
  - Piloting (and then further implementation of) the Global Talent Programme.
  - Recruiting to and embedding the Mobility and Partnerships teams within the Global Engagement Hub to support rapid improvements to PI 7.
  - Establishing two further Hubs of Practice in China and India.
- 5.2** This report is part of a series of regular communications sharing progress on delivery of the Global Engagement Plan. Colleagues can find these [quarterly updates](#) on the intranet. There are also a number of other mechanisms through which we seek to keep colleagues and stakeholders informed and engaged with Global BU. These include: monthly updates which are posted on the [Global BU website](#); regular commentary on global HE and policy through our [Global BUzz](#); and the minutes from our regular Global Engagement Team meetings are also [available here](#). If you have any questions or want to find out more contact the Global Engagement Hub: either email [globalbu@bournemouth.ac.uk](mailto:globalbu@bournemouth.ac.uk) or drop in to the Global Hub on Talbot Campus.

**Dr Sonal Minocha**

**February 2016**

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