



THE UNIVERSITY *of* EDINBURGH
EDINBURGH GLOBAL
Review and Impact Plan

www.ed.ac.uk/edinburgh-global



“A place of first
choice in the minds
of the world.”



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Foreword

The University of Edinburgh quickly became internationalised after its foundation over four centuries ago. The launch in 2009 of an Internationalisation Strategy, Edinburgh Global, was radical in that it signalled a step change in approach: re-energising and broadcasting our intention to secure Edinburgh's position as "a place of first choice in the minds of the world."



In a nut-shell, the strategy aimed to attract the most able minds to Edinburgh from anywhere in the world, provide students and staff with a world-class experience, and ensure that our teaching and research delivered global benefits.

Edinburgh Global is led by the Vice-Principal International with a team of Deans responsible for individual College and regional interests. The International Strategy & Partnerships section of the International Office provides crucial operational support. Financial resource is assigned from the International Strategy Fund.

The over-arching purpose is to embed internationalisation across the University through: building high-quality research and teaching partnerships; enhancing international student and staff recruitment; engaging with alumni from around the world and supporting our international students during their time at the University of Edinburgh.

Since 2009, the Colleges, Schools, Students, Academic Staff and Support Services have connected and innovated to deliver these aspirations, increasing our global impact and preparing students for 21st century citizenship.

Edinburgh's commitment to internationalisation in research, teaching and public service remains at the heart of our mission. Four years on from the launch of Edinburgh Global, it is time to review progress and prioritise internationalisation activity for the future.

This brief review highlights major deliverables from the first phase of Edinburgh Global and sets an agenda for the next one when internationalisation, for the first time, is fully embedded in the University Strategic Plan 2012-16.

A handwritten signature in black ink, appearing to read 'S. Hillier'.

*Professor Stephen Hillier
PhD DSc FRCPATH FRCOG*

Vice Principal International

Themes & Objectives

Edinburgh Global sought to achieve the following key objectives:

1

A broad international understanding of what the University stands for and what we offer.

2

Attracting the best students worldwide.

3

World-renowned research, attracting the best academics worldwide.

4

Knowledge that is valued and applied by business and government worldwide.

The principal outcomes have been fully documented and widely disseminated (Edinburgh Global Annual Reports 2009, 2010 and 2011 www.ed.ac.uk/about/edinburgh-global/about-us/global-highlights) and can be grouped into 4 main themes:

Student Experience

Staff Experience

Outreach & Influence

Partnering

Edinburgh Global Themes

Principal outcomes grouped into the following main themes:





Outreach

What does Edinburgh stand for? How does the rest of the world see us? How will we actually get to be “a place of first choice”? Edinburgh Global set out to tackle these issues through creating new ways of broadcasting our intentions and engaging with prospective partners in those regions of the world where we seek better recognition.

- Edinburgh Global website (www.ed.ac.uk/edinburgh-global) was successfully launched – an international gateway to the University covering news, features, graduates, affiliates, academic engagement, research impact/expertise and student resources. This high-priority project, led by Information Services (VP Knowledge Management) and Communications & Marketing, developed a fit for purpose website highlighting international aspects and activity of the University. An International Press & PR Officer was appointed to build improved external communications and work to affirm the University of Edinburgh brand globally. The University featured in 5709 international media articles in 2012, compared to 800 in 2008.
- The Global Academies were launched: Global Health Academy (2009), Global Development Academy (2010) and Global Environment & Society Academy (2011). Each Global Academy is led by an Assistant Principal. The Assistant Principals engage with Schools and Colleges in sharing and extending the Academy ethos internally and externally; act as ambassadors to the University; and support the Vice-Principal International in implementing internationalisation strategy.
- Global Academies provide a novel solution to the way the University is able to build integrated responses to complex global issues. They span traditional subject boundaries, to offer new interdisciplinary research and taught programmes that will equip future leaders to combat global challenges. New distance learning opportunities have been identified based on research strengths and areas of excellence across the University. This included a new MSc in Global Challenges.
- Working with Development and Alumni, alumni networks across the world have been more effectively harnessed to advance the University’s work. As ever, students and alumni from home and abroad are the University’s most effective ambassadors.
- New avenues have been explored to work collaboratively with Edinburgh City schools and beyond, to provide more opportunities for pupils to gain a global perspective and increase the attraction of Edinburgh as an International City of Learning.



Partnering

Strategic collaborations with world-class universities can provide a multicultural experience for both students and staff. The University has developed a range of partnerships with some of the world's most prestigious institutions of higher education.

We have continued to develop long-term productive relationships that augment the international standing of the University. Partnerships, whether institution wide, School led or researcher-to-researcher should be driven by shared academic interest and focused on generating sustainable outcomes that build on the synergies between the partners.

Our international partnerships not only focus on regions but also on scholarship and research into major medical, technological and cultural themes that impact quality of life. These include international commercial partners offering vocational training opportunities, research and knowledge transfer and global solutions for global problems.

- The China Office in Beijing continued to raise our profile and reputation in China with top-rank Chinese universities, government and other bodies. The China link has intensified in recent years and the University has entered into strategic partnerships with the China Academy of Sciences and several leading Chinese institutions, including Peking, Tsinghua, Guangzhou, Hong Kong and Fudan Universities.
- The India Office opened in 2010, with a formal launch in February 2011. The Office aims to promote the University's world-class research and teaching strengths, in country,

and grow India's perception of the University of Edinburgh as a global partner of choice. The University now has extensive connections with many leading Indian universities, including Delhi University, Jawaharlal Nehru University, Indian Institute of Science, the Tata Institute of Fundamental Research and the National Centre for Biological Sciences.

- Excellence in Area Studies is an Edinburgh strength that continues to benefit globalisation. International Centres of Excellence at Edinburgh now include i) the Princess Dashkova Russian Centre providing a base for Russian research and the best equipped Russian study centre in the UK, ii) the Confucius Institute for Scotland which has been awarded annually the status of Institute of the Year and iii) the Prince Alwaleed Bin Talal Centre for the Study of Islam in the Contemporary World. The Edinburgh India Institute and the Centre for Contemporary Latin American Studies will be launched in 2013.
- A strategy for engagement in Latin America has been prioritised and the 'Office of the Americas' will open in Brazil in 2013. An Office(s) in North America is also planned.

- A university-wide, on-line database of international activity, the Edinburgh Global Directory, has been launched. To support best practice in forging international partnerships, a web-based Global Partnerships Protocol is now available. This includes enhanced *due diligence* procedures for assessing appropriate partner institutions and countries, given the diverse nature of international institutions, and ever-changing geopolitical environment.
- A new International Strategy & Partnerships section of the International Office has been established.
- Our involvement in leading international networks such as Universitas 21, Coimbra and the League of European Research Universities (LERU) has been reviewed and enhanced, to maximise productive involvement in international knowledge exchange and partnership.
- Working with the Protocol Office, we regularly host delegations to the University from governments, consular corps, and sister institutions from around the world.



Student Experience

A world-class university delivers world-class student support. Above all teaching and research opportunities are internationally geared. The aim has been to promote a unique and vibrant on-campus international experience, encourage new study-abroad opportunities and add value to individual personal development.

Our students are the leaders, decision makers, and innovators of the future and deserve a world-class education.

- University of Edinburgh students took ownership of internationalisation through the creation of EUSA Global www.eusa.ed.ac.uk/global/.
- An Internationalisation Coordinator within EUSA was appointed in 2010, to ensure effective liaison of Edinburgh Global with the student body. International student induction, mentoring, mobility and representation have all measurably benefited.
- Staff from EUSA collected the 2011 National Union of Students' (NUS) Internationalised Students' Union of the Year Award. EUSA was also runner-up for the International Partnership and Collaboration Award that year.
- International scholarship provision was reviewed to optimise impact and new scholarships were instated including Edinburgh Global Master's Scholarships, Desmond Tutu Scholarships, and Julius Nyerere Master's Scholarships.
- A more strategic approach has been applied to evaluation and monitoring activities building on detailed analysis of the results of the International Student Barometer. The overall level of satisfaction expressed in the support services section of the International Student Barometer survey increased and Edinburgh entered the upper quartile of institutions surveyed.
- We have continued to lobby robustly for improved UKBA immigration policies to make the UK a more attractive destination for talented students and scholars from around the world.
- To promote global citizenship in the student population, new courses and formats for introducing students to international and regional subjects, as part of a globally relevant curriculum have been explored, e.g. Our Changing World.
- Specialised careers support for international students has been enhanced.



Staff Experience

Staff - academic and support - are central to successful internationalisation. Impact is inevitably strongest when strategic and 'grass roots' interests of staff coincide.

- Communications and networking with Colleges, Schools, Support Groups and HR have been improved to develop and enhance services to staff (and students) and to implement the strategy at an operational level.
- www.ed.ac.uk/edinburgh-global posts information for staff on international partnering and broadcasts new opportunities to participate in interdisciplinary teaching and research through the Global Academies.
- International staff recruitment has been enhanced through links with other peer institutions. Involvement with the international agenda through staff appraisal and promotion criteria has been encouraged.
- The role of staff as ambassadors for the University when overseas has been developed.
- 'Show and Tell' events have been organised for staff by Edinburgh Research & Innovation, focusing on priority regions and research themes.

Reporting on Targets

from the University Strategic Plan 2008-12

The University Strategic Plan 2008-12 included seven targets relating to Internationalisation. Five of these were fully met, one partially met and one was not quite met, as follows:



Increase the number of international applications for academic posts

Against a 60% increase in vacancies advertised between 2007/08 and 2011/12, and a 200% increase in total number of applications, the number of international applications has increased by almost 300%.



Increase the overall level of satisfaction expressed in the Support services section of the International Student Barometer survey and enter the upper quartile of institutions surveyed

The overall level of satisfaction expressed in the support services section of the summer 2012 International Student Barometer survey was 89.5%, which is 1.8% higher than the 2008 baseline of 87.7%.



Increase our headcount of non-EU international students by a minimum of 1,000

This target has been significantly exceeded: in 2011/12, our headcount of non-EU international students was 6,890, an increase of 2,967 on the 2007/08 baseline of 3,923.



Increase the proportion of our students attending another international institution by 50%

The target of a 50% increase between 2007/08 and 2011/12 required us to achieve a figure of 699 by the final year. In 2011/12 there were a total of 621 instances of Edinburgh students participating in formally approved student exchange programmes (comprising 373 ERASMUS and 248 on International Exchange). This represents a total increase of 33% since the 2007/08 baseline year when we had 466. 'Below-radar' indices of international mobility such as participation in overseas summer schools, electives, placements, volunteering etc., increased healthily over the same period.

Key



Target fully met



Target partially met



Target not met

5 

Increase the value of our research grant income from EU and other overseas sources so that we remain above the median of the Russell Group

In 2010/11, the value of our research grant income from EU and other overseas sources was £22.5 million which was 29% higher than in 2007/08 and 38% higher than the Russell Group median.

6 

Bid successfully for at least one major international and one major domestic sporting event per year, and one training camp for the 2012 Olympic Games

In 2011/12, the Centre for Sports and Exercise staged 4 major international and 2 major Centre for Sport and Exercise domestic sporting events (following the staging of 10 major international and 8 major domestic events across 2008/09-2010/11).

The Team GB Swim Team held their pre-London 2012 Olympic holding camp in Edinburgh.

The University also hosted the Team GB Women's Volleyball Preparation and Selection Camp ahead of London 2012.

7 

Establish at least five new international partnerships for the award of joint PhDs

This target was met: the University now has 11 new agreements in place that include 25 international partner universities.

Edinburgh Global

A forward look

Progress since the inception of Edinburgh Global demonstrates the value of strategic investment in internationalisation.

Internationalisation is now an integral part of the University of Edinburgh Strategic Plan 2012-16, highlighted under the Strategic Themes of Global Impact, Partnering and Outstanding Student Experience, with the following targets and KPIs.

Global Impact

- Increase the proportion of international students from beyond our five most well-represented countries;
- Increase our headcount of non-EU international students by at least 2,000;
- Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile;
- Increase our number of masters students on programmes established through our Global Academies by at least 500.

Outstanding Student Experience

- Create at least 800 new opportunities for students to gain an international experience as part of the Edinburgh degree.

Partnering

- Increase the number of PhD students on programmes jointly awarded with international partners by at least 50%;
- Increase the number of our research publications which are internationally co-authored.

孔子学院

Confucius Institute

Seiji



Impact Plan 2012-16

This Impact Plan is a concise set of strategic actions that will contribute towards delivering the international aspects of The University of Edinburgh Strategic Plan 2012-16.

Regional Priority

We will:

- Integrate efforts across overseas liaison offices, student societies, student recruitment, alumni networks, area studies, cultural & civic relations;
- Continue to survey regional trends and requirements for in-region representation.

Blue-Chip Partnering

We will:

- Develop strategic links with selected leading universities – and build collaborative advantage with civil society, commercial, governmental and non-governmental organisations;
- Focus our efforts on best-with-best and capacity building collaborations.

Global Academies

We will:

- Translate interdisciplinary teaching and research into policy and practice impact;
- Develop new Global Academies in areas of emerging global challenges where there is a strategic need and academic community;
- Continue to drive the creation of new postgraduate opportunities; including international partnerships.

Global Scotland

We will:

- Work with local schools, civic, community and governmental partners to advance Scotland's global standing.

Global Citizenship

We will:

- Promote global citizenship in our students and staff – fostering lifelong ambassadors, future leaders and change-makers.



Awards & Rankings

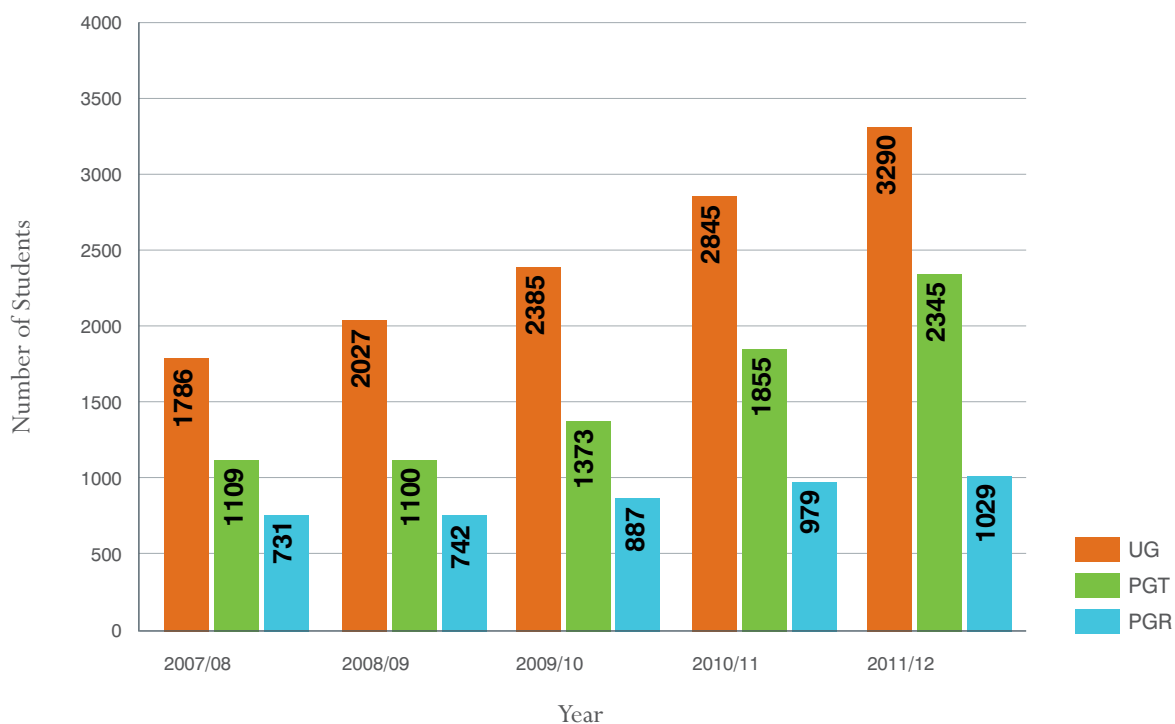
- Scottish Council for Development and Industry's Award for Outstanding International Achievement in Scotland's Universities
- Four consecutive annual awards of the title 'Confucius Institute of the Year'
- Principal awarded special Gold Medal to mark outstanding contribution of the Confucius Institute for Scotland in developing cultural, education and business links between Scotland and China.
- National Union of Students Higher Education Internationalised Union of the Year 2011 Award
- Ranked 32 THE World Rankings 2012 (36 in 2011)



International Student Recruitment

International (Domicile) Students

Level of Study Trend



Contact

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