

# International Recruitment Strategy

## 1.0 Executive Summary

- 1.1 The University of Sussex has always been a University of international renown and can be proud of the fact that, within its short 50 year history, it can boast three Nobel prize winners, an international staff ratio that is on a par with acclaimed global universities such as Harvard and Yale<sup>1</sup> and the fact that 90% of research activity is rated as world leading, internationally excellent or internationally recognized. In addition, for the last three years Sussex has been voted the '*place to be*' by international students in the sector-wide *International Student Barometer*. Our academic community have established partnerships and research collaborations throughout the world and the University's high profile alumni span the globe and include world leaders, leading business people, high profile communicators and renowned educators.
- 1.2 The International agenda has therefore always been a focal point for the University, but Sussex is not content to rest easy and intends to embed a wider internationalisation strategy at the core of our activity. An integral part of any internationalisation strategy is the role of international student recruitment in contributing to the goal of a truly international experience for all students, facilitating an approach to pedagogy that is international in outlook and creating a University that has international reach in its research and teaching activity. If the University of Sussex is truly to be an international university and the international agenda is to be at the centre of all that we do, the University's internationalisation strategy will be integral to fulfilling this objective.
- 1.3 The purpose of this strategy document is to focus on the specific remit of how as an institution we will seek to double our overseas fee paying student numbers (from 2007-08 levels) by 2012-13 and increase numbers in 2015-16 to 2,748<sup>2</sup> non-EU students studying on campus and what our strategic goals should be over the period 2010-13 as set out in section 2 of this document.

## 2.0 Long-term Objectives

- 2.1 To establish the University of Sussex as a university of global standing (as recognized by staff, students, other stakeholders, other universities and in international benchmarking indices).
- 2.2 To be the University of choice for international students and ensure the international student experience is the best it can be, as determined in quantitative and qualitative research and in external benchmarking indices.
- 2.3 To meet Planning targets to increase the number of overseas fee paying students taking programmes at the University to 2,748 by 2015-16, while ensuring a suitable balance by nationality, level of study and programme.

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<sup>1</sup> As a proportion of total staff.

<sup>2</sup> Overseas Fee Paying Student FTE Numbers – based on Planning Office projections.

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- 2.4 To be in the top quartile of the 1994 Group for overseas fee paying PGT and PGR recruitment by 2015.
- 2.5 To be in the top quartile of the 1994 Group for overseas fee paying UG recruitment by 2015.
- 2.6 To consistently perform in the top quartile of 1994 Group Universities in all major markets and to work to increase our market share to be commensurate with our standing.
- 2.7 To be known by agents as a University with a highly professional staff and outstanding customer service to agents, parents and prospective students.
- 2.8 By 2015, to have established a global network of high quality partnerships with partner institutions in priority countries.
- 2.9 To work with and through the Sussex international alumni network to inspire prospective international students, raise the University profile in the world, support placement opportunities and employability, and generate philanthropic income.
- 2.10 The International Recruitment Strategy overlaps with other key University strategies, namely the Teaching and Learning strategy, Internationalisation strategy and Research and Enterprise strategy.

### **3.0 Current international recruitment overview**

- 3.1 The total number of overseas-fee payers on degree programmes at the University of Sussex rose by 70% between 2005 and 2010 (from a total of 1,008 to 1,713). Total overseas fee income amounted to £16.7m in 2009/10.
- 3.2 The International Recruitment strategy to date has focused on 11 priority markets (13 as of 2010/11). This strategy of focusing on core markets has begun to pay dividends with priority markets accounting for 50.5% of total overseas fee income in 2009/10 and 75% of FFPOS in 2010/11 (excluding ISC/Bellerbys progression).
- 3.3 As of November 2010, overseas fee paying student numbers were 61 above target, up 32% on 2009/10 numbers with 1,763 registered students compared to 1,341 in 09/10 excluding IDS, BIMM and BSMS.
- 3.4 However, despite these promising signs and an increase in the league table positions in 2010, Sussex has still some way to go if it is to double overseas fee paying intake by 2015. Challenges include the fact that although international intake rose in the preceding seven years, we did not keep pace with the sector increase and subsequently lost market share over this period. Of our 11 priority markets in 2010, only three markets had a market share of over 1.0%. In five of our priority markets we have lost market share since 2005/06. Our combined market share across all markets was 0.54% in contrast to the three 1994 Group leaders of Exeter, St Andrews and Essex who had a share across all markets of 1.19%, 1.06% and 1.04% respectively.

- 3.5 In addition, there is work to be done to ensure that we enhance our recruitment in particular at UG level, maximizing the number of overseas fee paying students from within the UK and that simultaneously we work to increase the number of overseas fee paying PGR students. Ensuring that our course portfolio offers attractive propositions for the international market is a key part of the work to be done, but a comprehensive review of our pricing policy and scholarships provision (as part of reviewing fee-setting) must also be central to this effort.

### **4.0 A framework for success**

- 4.1 Ensuring that an appropriate framework is in place to maintain scrutiny of international recruitment plans and oversee international marketing strategy is essential to long-term success. From Autumn term 2010-11, the PVC International is chairing a new International Advisory Board which will oversee the international strategy and the university's portfolio of international activities and partnerships. The Board will provide strategic direction to, and central coordination of these activities, ensuring that the appropriate support mechanisms, services and policies are put in place to support internationalisation.
- 4.2 The Board is setting up a number of time limited International Regional Working Groups to review activity and potential for each global region identified in the International Recruitment Strategy. The Board will comment on, make recommendations about and approve priority markets recommended by the International Liaison Office. It is anticipated that the remit of the Regional Working Groups will be to develop regional plans that encompass student recruitment, collaborative provision, research links, communications and other activities. It is further hoped that the Board will oversee the development of up to 10 strategic international partnerships.
- 4.3 Representatives of academic Schools and Professional Services are involved in the International Advisory Board and Regional Working Groups.
- 4.4 The Board will wish to:
- i. Approve an agreed Action Plan based on the International Recruitment Strategy.
  - ii. Establish an effective management structure to oversee the implementation of the Strategy over the period 2010-11 to 2012-13.
  - iii. Seek to embed international activities in other relevant University activities and strategies.
  - iv. Keep under review the administrative and support structures that underpin international activities to ensure that they are appropriately structured, organised and resourced.

### **5.0 International student recruitment**

Invoices raised for overseas fee income in 2009-10 totalled £16.7m. Recognising the growth potential for international recruitment at the University, the 2015-16 target for overseas fee paying student fee income will be revised from £17m to a figure based on a realistic appraisal of likely growth. This will be determined by an

analysis of the likely growth achievable across all academic areas, based on market investment, growth, portfolio developments and changes in the external market, and will be discussed by the International Advisory Board.

- 5.1 We will work to increase overseas fee paying student numbers as a share of total postgraduate and undergraduate population, recognizing that many emerging markets and mature markets are focused on PGT programmes. The target proportions to be agreed by the Advisory Board.
- 5.2 In order to achieve success, International Liaison will work closely with colleagues in the Schools, Planning and Academic services colleagues to inform the development of new programmes appropriate for the market place. We will work with School and Professional Services colleagues to inform the current scholarships and pricing strategy. We will review our priority markets on an annual basis, with the aim of concentrating resource in markets offering the greatest return on investment. Finally, annual review will include an appraisal of our promotional strategy in each country market, assessing agent performance, impact of conversion activity and areas for improvement.
- 5.3 ***Priority markets***  
The International Liaison office will undertake an annual review of international priority markets to target for recruitment, research, collaborative programmes or other links on the basis of an informed appreciation of the relevant national contexts and a robust appraisal of future trends. Annual review will involve a thorough cost benefit analysis to ensure that the return on investment is sufficient to warrant continued priority status and to determine at what level that investment should take place. Annual review will ensure resource is concentrated in markets offering the best return on investment and the greatest potential to increase market share, and will include consideration of the numbers of students recruited, conversion rates from offer to acceptance, cost of recruitment per student, the performance of agents, fee income generated and anticipated future opportunities. By ensuring a diverse range of priority markets, we will manage the risk of over exposure to particular markets. It is expected that the International Advisory Board will wish to sign off on any changes to priority markets.
- 5.4 International UG students generate on average 2.5 years of fee income. There are signs that the international market is growing within the UK. We will develop a UK international recruitment plan, identifying key schools and colleges, exhibitions and agents operating within the UK. A member of staff will be tasked with developing and implementing a strategy to recruit overseas fee paying students from within the UK.
- 5.5 Postgraduate research students (PGRs) generate on average 2.75 years of fee income. In addition to the financial return, strong PGR recruitment benefits research and teaching output, and contributes to the assessment of our research standing (e.g., through the REF). We will therefore work with the Doctoral School and academic Schools seek to prioritise PGR recruitment within international country strategies.
- 5.6 ***Programme portfolio***  
The University's Strategic Plan, Making the Future states that it will aim to deliver

*“institutional growth through expansion of degree programmes in areas of significant demand.”* It goes on to set out the following strategy in regards to programme design (2.2):

- 5.7 *“We will progressively review existing programmes, and update them to ensure that they enjoy the benefits of a research-informed curriculum. This review will also ensure that programmes are constructed with an international perspective. In this way, we can make certain that our programmes continue to be relevant to the real-world needs of students, employers and wider society.”*
- 5.8 The International Liaison Office will work closely with the PVC (International) and PVC (Teaching and Learning), SRS Marketing colleagues, Planning and Finance and academic colleagues in the Schools to provide feedback on new course proposals to help ensure that new programmes are appealing to an international audience and will have sufficient appeal to be sustainable. To achieve this, work will be undertaken early in the planning process to provide academic colleagues with support from Planning, Finance and the International Liaison Office to ensure that advice about new programmes incorporates market intelligence from the outset. The International Liaison Office will work with marketing colleagues to develop and improve internal data collation, analysis and application according to the needs of Professional Services, Schools and the University.
- 5.9 Working with the Partnerships Office, the International Liaison Office will continue to work closely with Study Group International to maximise recruitment and support the development of new initiatives and programmes that may be mutually beneficial, whilst ensuring that the University of Sussex continues to develop a diversity of direct recruitment channels.

## **6.0 Pricing policy, Scholarships and Fee discounts**

Institutional pricing and scholarships policy sends out strong signals to the market about course quality and academic reputation. The process of fee setting will continue to be informed by market research, with competitor analysis feeding into that process. However, a greater understanding of the characteristics of each student group is necessary. It may be necessary to factor in regional approaches to pricing, combined with accurate costing of provision and analysis of the market before value or market based pricing can be introduced.

- 6.1 Much can be learnt from the United States and Australian institutions in regards to pricing policy and the International Liaison Office will seek to work with Professional Services colleagues and where appropriate outside agencies, to undertake an assessment of scholarships and pricing policy in these regions and how fee discounts and scholarships can be used strategically to optimize student recruitment.
- 6.2 Research will be commissioned in 2010-11 to audit our current international scholarships strategy and to include a comprehensive assessment of fee discounting and the role scholarships play in an international student's decision making process. An exploration of the viability of differential pricing strategies according to market or level of study will be explored, including consideration of market penetration pricing and using fee discounts to stimulate demand in key markets.

### **6.3 Promotional activity overseas**

Working with the Communications team and overseas agents, the International Liaison Office will work to develop an effective global communications campaign aimed at partner institutions, key stakeholders and opinion-makers. This will require close working with the Communications team, and the development of an advertising and international press strategy aimed to maximise media coverage and brand recognition overseas. Developing a strong media profile, by making use of prominent alumni, developing relationships with local journalists and making best use of social media channels will form the nub of the strategy.

- 6.4 The University, through the International Regional Working Groups, will also wish to consider the merits of on and off line advertising according to region. A comprehensive advertising strategy will be developed to identify the most effective use of advertising spend overseas, exploring both on and off line opportunities from identifying subject based regional or international sector specific journals to pinpointing international online social media platforms that offer a sound return on investment.

- 6.5 The International Advisory Board will also wish to consider the award of honorary degrees to reflect the international diversity of the student body on campus and alumni and consider how if awards are made, the maximum amount of publicity can be generated in relevant regions.

### **6.6 *Managing relationships with prospective students***

The International Office will continue to utilise new technology to complement traditional print, to ensure maximum impact in global markets and to help develop and maintain effective communication channels with international students. We will ensure that Social Media channels are utilised to best effect and online chat and video conferencing technologies are used to provide every opportunity for prospective students to interact with the University and develop an early affiliation.

- 6.7 In addition, the International Liaison Office will work with Marketing colleagues to roll out a new student recruitment focused customer relationship management tool in 2010-11 to ensure, not just that prospective students are kept up to date with developments at the University, but that they receive information that is relevant to them in a timely manner. Personalised web pages will be developed through the system to facilitate a dialogue with international students. Tracking mechanisms will be put in place to better understand how students interact with us and what material is most useful to international students.

### **6.8 *Alumni***

The International Liaison Office will work with the Development and Alumni Relations Office to develop an international alumni strategy that works to engage alumni and overseas fee paying students alike, focusing in on the major markets of China, India and the USA, where ultimately there will be the largest alumni presence and where the return on investment is likely to be greatest. We will work with the Development team to host major alumni events in these markets on a bi-annual basis and to support informal events in these and other regions.

- 6.9 The International Liaison Office will develop a joint strategy with the Development

and Alumni Relations Office aimed at nurturing relationships with alumni to encourage engagement with prospective students, and working to establish a network of alumni ambassadors who will be on hand to provide information, advice and guidance to prospective students about study in the UK and their time at Sussex. Our alumni will be invited to help build the reputation of the University in international markets, working with the International Liaison Office to help raise our media profile in-country and support our strategy through providing mentoring and work placements.

### **7.0 Trans-national education**

The growth in trans-national education (TNE) in the form of distance learning and studying for a qualification from another country in the home country is increasing rapidly and provides significant opportunities for the University as well as significant challenges. Responding to these opportunities is time consuming and complex and must take into account different learning systems and styles and wider pedagogic issues, coupled with technological and resourcing issues.

- 7.1 The Teaching and Learning Committee (TLC) will ultimately be the arbiter of whether or not TNE initiatives go forward; however, the International Advisory Board will wish to comment on potential TNE opportunities arising through the Regional Working Groups and recommend them to the TLC. The development of strategic partnerships will need to form part of the approach to TNE, as development of sustainable and financially viable TNE propositions require partnership with other institutions to allow risk, capital and development costs to be shared.
- 7.2 The University has already established a number of progression agreements (e.g., Nanjing 2+2 and Renmin 2+2) and will seek to extend the number of progression agreements in the period to 2013-14 including further partnerships in China, Hong Kong, India (legislation allowing) and other markets where appropriate. The International Advisory Board will wish to keep under review opportunities to develop international feeder routes with private as well as public sector providers within the UK and to make recommendations to appropriate committees accordingly.
- 7.3 Increasingly, Universities are establishing overseas representative offices to facilitate recruitment and partnership building. The Board will wish to consider policy around investment in initiatives overseas, including the development of office networks.

### **8.0 Work with the Schools**

In 2009, the University of Sussex undertook a re-structuring into twelve academic Schools. The International Office will help to support academic colleagues within the new School structure to enhance their profile with international students and maximize existing relationships with overseas partners. The University has a large number of known individual links and School level relationships; however, it is likely there are a good deal of unknown links that require plotting, to determine whether or not there are strategic initiatives that can be developed. As a first step, an audit of School level relationships is required.

- 8.1 Schools possess a variety of different stakeholders with an international remit.

These include: Directors of Study Abroad; Directors of Teaching and Learning and International Academic Coordinators. The PVC (International) has asked Heads of School to identify one dedicated 'international champion' per School. This does not mean that posts such as the Director of Study Abroad will disappear, but it is hoped that creating a clear lead on international matters will simplify existing structures and raise the profile of international matters within each School. Schools may choose to develop their own international committees, for example, to consider how programmes can best be promoted overseas.

- 8.2 The International Advisory Board will wish to consider whether the University should part fund academic posts to lead on international strategy within each School, say up to 0.15 FTE. These posts would be responsible to the Head of School in implementing School-based international strategies.

- 8.3 In addition to identifying a named contact within each School, the International Liaison Office will dedicate a named member of International recruitment staff to each School who will:

Meet with the School every two months; share information on developments in the market that may impact on School targets; work with SRS and Planning colleagues to provide input on new programmes from an international recruitment perspective; with input from the International Advisory Board Regional Working groups, develop School based international recruitment and partnerships strategies; in conjunction with the School International champion, develop a travel plan for their School, work to identify key individuals who will work to take forward the School strategy. These meetings will also act to facilitate dialogue around resourcing issues and to identify pinch points related to recruitment of overseas students, relating to English support, and other issues that will then be fed back to colleagues in Professional Services.

### **8.4 Partnership working**

Key to the success of the International Recruitment strategy is the management of relationships with staff, current students, prospective students, alumni, partner organisations, networks, government, funders and others. In 2010-11, we will begin an audit of those organisations we have existing MOU relationships with, seeking to develop a better understanding of existing links between academic colleagues. This audit will inevitably generate questions and the University will wish to consider why we have particular relationships, as well as considering how we can build on some existing relationships in order to consolidate and further enhance them.

- 8.5 In 2010-11, we will develop a clear policy on the development of strategic partnerships at institutional level outlining what is expected and the criteria to assess new partnerships with a view to providing a preliminary report to Council in Spring 2011. By 2015, Sussex will have a network of high quality partner institutions in priority regions. The priority will be to develop a small number of 'institutional-level' partnerships with leading universities around the world. However, a second tier of recruitment-orientated partnerships will be maintained with the aim of facilitating student exchange and generating sustainable recruitment opportunities.



- 8.6 We will continue to work in close partnership with Study Group International, seeking to maximize numbers of students choosing the International Foundation and Pre-Masters and Diploma routes. We will explore new market opportunities as and when they arise, and seek to share good practice to mutual benefit.

**8.7 International Programmes**

Working in conjunction with the International Programmes team and CCE, the International Liaison Office will work to capitalise on our leading study abroad programmes and the International Summer School. This will entail a thorough appraisal of the long term market and financial sustainability of programmes such as the International Summer School, and will require work with colleagues in the Schools, Finance, Estates and Residential Services, to prioritise those opportunities with the highest income-generating potential and address capacity and resourcing issues.

- 8.8 Drawing on the long term relationships that have been established to support the sustainability of these international programmes, we will seek to identify new partnerships that may be strategically advantageous as well as those partnerships that can be deepened and strengthened in other areas from research collaboration to joint programmes. We will continue to work to give our incoming visiting students the best possible student experience and, via pricing / scholarships and conversion strategies, encourage them to return to us for postgraduate study.
- 8.9 The University is not currently part of an international network of Universities such as U21, AC21 or INU. These networks provide an opportunity to learn more about other markets, share information, develop collaborative provision and provide opportunities for staff and students to belong to networks and engage with different universities and cultures. The International Liaison Office will seek to identify opportunities in 2010-11 to join an international collaborative network.
- 8.10 The University will work to further develop its relationship with local and regional government and work with these colleagues to promote International Higher Education in the region, the city of Brighton and the region of Sussex. This will involve active promotion of the University through a range of agencies to promote the University of Sussex brand overseas. The International Liaison Office will seek to identify opportunities to engage in joint missions and enterprises where appropriate, both within the UK and overseas to raise the profile of the brand overseas. This may include working with organisations as diverse as WiredSussex, Glyndebourne, the Brighton Festival etc to develop international profile raising opportunities.

**9.0 What will success look like?**

In 2010-11, of 11,500 students at the University, 16% came from outside the EU and a total of 29% from outside of the UK. Possible consequences of the yet-to-be-finalised post-Browne arrangements may include a decrease in EU student numbers by 2012-13, but any fall in EU student numbers is likely to be offset by an increase in non-EU students.

## International Recruitment Strategy

- 9.1 The international recruitment strategy will yield an increase in students from certain markets, including China, India and the USA. The greatest proportional increases are likely to come from China, India, Nigeria and Saudi Arabia. However, there will need to be a balance of nationalities and language backgrounds on programmes and on flagship premium price programmes; admissions tutors will need to maintain a balance in admitting students from source countries.
- 9.2 The student experience is paramount to success and to ensure a positive experience is maintained at the highest level, feedback loops will have been established via annual acceptor and decliner surveys, coupled with the International Student Barometer feedback and bi-annual agent training and feedback sessions. Links with cultural societies and Students' Union officers will provide additional feedback mechanisms. Where considered appropriate a deposit system will be enacted to better gauge intake and facilitate effective planning and in-session English support will be enhanced.
- 9.3 With the high cost of UK HE and domestic UG provision having expanded rapidly in many large emerging markets, a taught Masters is increasingly the most attractive option for overseas-fee payers. In 2008-09, 53% of new entrants were bound for PGT programmes, vs 27% for first degrees. Recruitment will grow quickest at PGT level, due to global trends, portfolio developments and the characteristics of University priority markets (not least China and India being predominantly PGT markets). However, UG recruitment in markets such as India and China will have also grown by 2015 as demographic changes take place and strategies to target UG numbers in these countries and those studying pre-HE in the UK are put in place.
- 9.4 To achieve and sustain a mix of nationalities on campus by 2015-16, Sussex should look to develop a strong regional presence in East and South Asia and North America. This may include by 2015 – 16, regional offices in Hong Kong (servicing East Asia) and the east coast of the USA to add to our network of offices in India. These would be staffed by Sussex alumni or staff appointed to work solely for the University. The remit of regional offices would be to :
- assist with in-country recruitment,
  - process student enquiries and assisting with applications,
  - process agents transactions,
  - act as a space for academic colleagues to use during country visits,
  - assist with development of partnership opportunities, and
  - facilitate alumni meetings.
- 9.5 Enhanced recruitment is likely to see changes to course mode of delivery by 2015. By 2015, virtual learning is likely to play an increased role in course delivery, with international students benefiting from lectures delivered on campus but broadcast to their home institution. It is conceivable that UK students may well benefit from lectures delivered from partner institutions overseas and from other forms of 'virtual study abroad' such as joint tutorial groups and project teams facilitated through tele-meeting technology. It is a reasonable aim to suggest that progression agreements will be established in at least half the academic Schools by 2015-16 and that dual degrees taught overseas and distance learning may also

contribute towards student numbers. Looking ahead to 2015-16, it is also a reasonable assumption to make that each academic School will be engaged with at least one international partner institution.

- 9.6 An increase in international recruitment will have driven new developments in new residential accommodation, possibly via external providers. A replacement for East Slope may be in place providing high quality accommodation aiming to offer high quality but reasonably priced accommodation to ensure a mix of accommodation options across campus.. In addition, it is likely that by 2015 an additional residence will have been built on campus and the University may have agreements with third party residential accommodation providers. An increase in student numbers from Nigeria and Saudi Arabia will require careful thought to additional religious provision. The range of food on campus will need to change to reflect the changing student demographic, and Chinese and Indian food as well as Halal and Kosher food provided. Cultural festivals should become a part of the annual University calendar, from Chinese New Year and Diwali to Thanksgiving and Eid with a number of cultural weeks created to celebrate diversity in culture each year. The University's support services, such as those for visa advising and English language and study skills provision, will need to continue to adapt to cater for the growing number of international students, especially in light of the expected focus on particular countries as mentioned above.

### Action Points

1. We will target the University's recruitment on specific countries, so as to maximize return on investment whilst recruiting the most able students at both undergraduate and postgraduate levels.
2. Increase the number of international students taking programmes at the University, while ensuring an appropriate balance by nationality, level and programme and maintenance of an excellent student experience as determined by student feedback and sector benchmarking.
3. Working with the Regional Working Groups established by the International Advisory Board, we will review priority markets on an annual basis to ensure that the recruitment strategy is sufficiently flexible to adapt to changing market conditions and new opportunities.
4. We will work with academic colleagues to ensure that Sussex develops the portfolio to appeal to an internationally diverse student population and that new programmes are informed by market research that takes into account international recruitment. We will work to ensure that where appropriate programmes are demand-led and that we are able to respond to trends in the market to offer a range of programmes appealing to students and that offer a high quality learning experience.
5. We will work with Finance and Planning colleagues to commission a thorough review of institutional pricing policy focusing on the use of scholarships and fee discounts, but which also gives consideration to the use of deposits and the optimal approach to fee setting. The review will seek to make preliminary recommendations to influence scholarships policy in the 2011-12 recruitment

cycle.

6. Work with Communications colleagues to develop an international press and communications strategy to raise the profile of the University in international media and to develop an international advertising strategy that considers both online and off line opportunities.
7. We will prioritise TNE as a key part of the University's internationalisation agenda. Through the creation of a clear lead on business development within the International Liaison Office and working in tandem with the Schools and Partnerships Office, we will work to develop a range of TNE initiatives, such as 1+1 and 2+2 progression arrangements.
8. The International Liaison Office will provide advice to the International Advisory Board as to whether a Sussex overseas presence, outside of the conventional representative agent formula, is desirable and what the timescales and return on investment may be.
9. Working in partnership with the Schools, we will work to raise the profile of the international agenda and to simplify reporting structures.
10. Working in conjunction with the Partnerships Office we will seek to audit, better understand and ultimately manage more effectively the extensive network of relationships that the University has with partners, sponsors, government, media and other stakeholder groups.
11. We will help to develop School level international recruitment and partnership strategies, through the International Liaison Office working in conjunction with the Heads of School, School identified international lead and Regional Working Groups established by the International Advisory Board.
12. Identify up to 10 strategic international partners by 2015 and work with the International Advisory Board and regional working groups to consider what resource may be required to develop and expand relationships with world-class partner universities.
13. Consider whether the University can gain strategic advantage from membership of a global network of Universities such as AC21 and whether partnership agreements in schemes such as the ERASMUS MUNDUS joint Masters scheme should be a strategic priority for the institution.
14. Continue to strengthen strategic partnerships with key schools, FE Colleges, public and private sector providers within the UK to continue to diversify overseas fee paying student feeder routes.
15. Work with regional agencies to promote Sussex and the City of Brighton & Hove overseas and to develop more international collaborative projects.