

International Strategy



2013 – 2016

Karen Blackney, Head of International Office, December 2013

Introduction

This document lays out the International Office Strategy for the University of East Anglia (UEA) until 2016. It will be reviewed on a yearly basis and is intended to be a flexible, working strategy.

The style of the strategy is intended to compliment the UEA Corporate Plan and relates to the overarching strategic objectives of the organisation. Each area within the International Office will have its own operational plans which will feed into this strategy. These areas are:

- + International Recruitment
- + Exchange and Study Abroad
- + Summer School
- + Pathways Progression

Appendix 1 provides details on each area and a list of current staff.

Background

The International Office was first established in the 1990s and UEA has been an early player in markets such as the US and China, evidenced today by the large cohorts of Chinese students on campus and the well developed study abroad programmes with the US, which sees more than 200 American students visiting the campus. While the University has a wealth of research and more informal links internationally, there are only a handful of successful collaborations with overseas Universities and these currently result in very small numbers of students articulating to UEA. Nor has UEA taken the route that some universities have taken over the last 15 years to establish global reach; the setting up of overseas campuses. However, through direct recruitment and partnership with INTO, the University has regularly recruited between 1400 and 1700 international students to its campuses. See appendix 2 - 4 for international recruitment patterns over the past three years.

International students' fees for 2012/13 contributed over £36 million to the University's income. Appendix 5 shows this, split by target country and non-target country.

International Recruitment

UEA has established a presence in a number of key regions for international recruitment. In addition to a team of UK based International offices (whose job it is to plan and execute recruitment strategies across specific targeted regions and to manage relationships with the University's in-

country agents), UEA has an office in India (Chennai), Nigeria (Lagos) and a representative shared with our partner institution, INTO, based in China (Guangzhou). In January 2014, it will officially open a new office in KL, Malaysia. This latest development is, in part, a drive to diversify the student body and to mitigate against the risks associated with an overreliance on China for PGT and UG recruitment. Even though it has not yet been formally opened, the office is already having an impact on recruitment with a 38% increase in applications for 2014/5 across increase across the region to date¹. However, overseas offices are intended to achieve more than pure recruitment; alumni and employer engagement, partnership development, and a base for visiting academic staff are among their remit.

It is increasingly important that the University develops an in-country presence in key markets as many of our competitors already have a large spread of offices, quite apart from any TNE developments and partnerships. For example, in Kuala Lumpur, Malaysia there are already 22 universities with regional offices including Leeds, Nottingham, Sheffield, Newcastle, Reading and Southampton.

Pathway Partnership

The partnership with INTO has probably been the single most significant development over the past 5 years. It provides academic pathways to university study for close over 400 students per year at both undergraduate and post graduate level and provides pre-sessional English to another 600 students each year. This partnership has helped the University to grow its international numbers and provided a marketing reach that would have been difficult to achieve unilaterally. The International Office has members of staff based at INTO to aid progression and provide a link between University and INTO. Appendix 7 shows the balance of students recruited directly and through INTO.

Study Abroad and Exchange

With nearly 500 incoming visiting students enrolling annually through both exchange and fee-paying options, the University of East Anglia has one of the UK's strongest study abroad and exchange programmes. In particular, the University attracts large numbers of North American students and, according to 2011-12 HESA data, has the 6th largest annual intake of US students in the UK. Fee-paying study abroad programmes generate an annual income exceeding £600,000 through tuition fees and further funding support approaching £300,000 per annum is received through the European Commission as part of the European mobility programme, Erasmus+.

Additionally, the University annually sends nearly 300 degree-seeking students abroad as part of their course of study. Throughout AY 2012-13, action was taken to increase exchange partners in new geographical locations, most particularly across Asia (initiated largely by the development of Japanese language and culture courses within the School of Language and Communication Studies) and to improve partnership quality provisions in other global regions. International experiential education, including work placements, contributes to both employability and to intercultural competence. European programming constitutes 41-45% of overall annual outward mobility across the University.

A strategic and unified pedagogical support approach engages all University students with study and work abroad programme possibilities from their first year of study. With an emphasis on funding opportunities available through the Erasmus+ programme, the University is encouraging increased participation by under-represented segments of the student population and by increasing numbers of teaching and academic staff mobilities.

¹ See appendix 6

While University outward student mobility currently approaches 10% the University remains fully committed to achieving and exceeding goals of both the UK Strategy for Outward Mobility and the European Commission Horizons 2020 programme. Increasing mobility windows across degree courses and increased involvement and engagement with Europe for research, recruitment and information exchange has begun with the appointment of a European Funding Manager within REN and with a new concentration on EU regional degree recruitment within the Recruitment and Outreach Office.

Collaborative International Programmes (including the International Summer School)

Another promising initiative, set up three years ago, is the International Summer School. In its second year, it is already recruiting over sixty international students from a wide range of countries, enhancing international diversity on campus in July. The programme provides opportunities for academic staff to teach a diverse range of students in small groups across the summer (nationalities in 2013 included Mexican, American, Australian, Russian and Brazilian) and profiles the exceptional teaching of UEA through a 20 credit level 2 module. In addition to the main Summer School, the office runs a wide range of other programmes throughout the year, which provide academic “taster” experiences to nationality groups as diverse as China, Japan, Saudi Arabia and Singapore. The Collaborative International Summer Programmes office operates as an income centre and already generates a profit of around £200,000, despite being relatively young.

Internal Networks and Collaboration

While international recruitment activity has reported through established recruitment and admissions committee structures, formal links to bring together the overall international activity and internationalisation agenda have been more tenuous. The International Executive, formed 18 months ago, provides an excellent basis from which to improve communication and for more strategic input and coordination of all international activities and the opportunity to develop a comprehensive strategy for internationalisation. There are plans to set up new Country focused groups for the US and SE Asia to join the already established China Strategy Group.

In addition to the International office, responsibility for other aspects of international activity is spread across the University (e.g. for example, Dean of Students' Office, Partnerships Office, Postgraduate Research Office). It is therefore extremely important to keep lines of communication open and to collaborate through all stages of the students' lifecycle.

Market Overview

The international market is forever changing, exposed as it is to a variety of external factors from politics to the environmental disasters. However, for international recruitment, the most recent period has certainly been one of the most challenging. The Arab Spring, the floods in Thailand, changes to the Saudi Government's sponsor list – all such things have had an immediate and sometimes long lasting negative effect on recruitment. But perhaps the single factor that has most impacted on all UK universities has been the Government's immigration policy with the introduction of a points based system, the loss of opportunities for post study work and, most recently, the introduction of capability interviewing in “at risk” markets and the proposal to introduce bonds of £3,000 to be collected on arrival in the UK (firstly for six month visas, thereafter to be extended). To date, the worst effects have been felt in the recruitment from countries like India, Nigeria and, where overnight students started flowing to other countries such as Canada, the US or Australia in preference to the UK (for India, the UK market share fell by 23.5% according to The PIE News).

Increased competition from other countries

Many other countries have taken full advantage of the UK's problems, employing aggressive marketing strategies, easing their visa processes and offering opportunities for post-study work (in the case of the US, for up to four years). We have also seen the continued increase of non-English speaking countries such as Germany and France offering programmes in English to attract students. Additionally, SE Asian and Middle East education hubs such as Dubai, UAE, Malaysia and Singapore and the growing trend in transnational education (TNE) are attracting more students to study closer to home. Most recently, NACAC (National Association for College Admission Counselling) agreed that US Universities could use agents to recruit international students, previously very much frowned upon. As agents are a key to recruitment for most UK universities including UEA (48% of our students are sent through our network of agents²), this is likely to have a major impact. In short, it has never been more competitive.

At present, the UK's main advantage is our tradition for high quality education, the shorter duration of our degrees and cost (US universities are often very expensive). And there is some hope in the form of the recent Government paper "International Education: Global Growth and Prosperity" which acknowledges the value of international students to the UK economy (around 17.5 billion a year) and sends out a more positive welcome message around the Globe.

Closer to home, all UK universities are chasing international students, some quite aggressively and with large marketing budgets, to replace the loss of income resulting from the introduction of home fees. Universities are increasingly offering attractive and innovative bursaries and scholarships (for example, Southampton is offering £1000 scholarship per A or A* at A'level).

While recruitment is still largely at PGT level (normally 2/3 of the international population at universities), there is a trend towards focusing on UG and PGR markets; the former to mitigate against the decline in UG home numbers and the latter to contribute towards the University's research profile and to mitigate in certain disciplines/universities against the concentration of Research Council funding in a smaller number of institutions involved in Doctoral Training Partnerships.

UEA's Market Position

Against this climate, UEA continues to hold its own, particularly at undergraduate level. While China accounts for half of our student body, we have seen growth from a number of other markets (appendix 10 and 11 list priority markets and growth from these markets).

Although particular subject areas have been hit badly over past years (for example, Computing Science and Bio-Technology) and 2013/14 recruitment presented a challenge in areas such as Science, overall international recruitment targets have been achieved over subsequent years. UEA has some excellent strengths – its overall ranking is good and improving, now firmly in the top 20, student experience is excellent (the THE 1st is a wonderful marketing tool), the Norwich campus location is very attractive – Norwich itself is multicultural, as most cities, but the City and surrounding areas are also very "English" and consequently fit well with the expectations of many international students. It also has an excellent reputation for safety, one of the key factors in decision making for applicants (International Student Barometer 2012/13). And of course it is not far from London, where indeed there is also the London campus, an attractive option for many students.

² See appendix 9

However, as competition from across the Globe increases, there is a danger that UEA will lose out if it does not increase its global presence. Unfortunately, the University is not that well known in many markets and we are relying on the efforts of our marketing team to promote the many benefits of Norwich through bi-annual fairs and agent visits. For example, Turkish agents report that recruitment to UEA is being adversely affected by two issues – the increased competition from European Universities (offering more cost effective options) and the poor knowledge of Norwich (students applying to lesser ranked universities in UK cities that they recognise).

In order to really cement our reputation in key regions, the University needs to undertake significant work on in-country branding, consider other activities to develop in-country reputation (e.g. partnership development, office set-up, in-country CPD, the development of further MOOCs) and maximise on publicity around our current events e.g. creative writing workshops in India. It is also essential that we ensure an excellent customer service to applicants (including fast turnaround on admissions and good pre-departure advice), clarity of information (early details of fees and informative web pages, for example) and effectively targeted scholarships. A carefully targeted scholarship programme can have significant impact as evidenced by the introduction of the 50% Scholarship for undergraduate students last year (undergraduate enrolments exceeded target and scholarship students all came with A-A*).

International Office Aims

The five main aims of the UEA International Office, as determined by the Corporate Plan are to:

1. Achieve student numbers to meet targets at all levels, and at both campuses, as set out in the corporate business plan, both directly and through partnership with INTO. In doing so, increase the number of applications to specific UG courses for from highly qualified students, with particular focus on recruiting students who have the ability to achieve ABB+ or equivalent.
2. Increase the number of high quality international research students, in liaison with the Research Office and Academic Schools and maximising on opportunities afforded by the NRP.
3. Diversify the student population through recruitment and other initiatives aimed at a range of target countries, capitalising on current activities (e.g. globally Creative Writing workshops).
4. Explore the location of UEA's next office overseas to enhance recruitment, support research partnerships, assist with visiting staff and strengthen alumni relations.
5. Contribute to the University's strategies for enterprise, engagement and internationalisation through recruitment, exchange, study abroad and summer programmes.

International Office Objectives

To meet the five aims defined above, the International Office will deliver a number of objectives that are outlined below on a year by year basis:

Meet University Recruitment Targets

While PGT is likely to continue to be a significant draw internationally (the “one year” Masters still giving us a distinct advantage in many markets), there is a drive to attract high quality undergraduates to specific subject areas (HUM, SCI, AHP), exact targets to be determined on an annual basis through university target setting meetings.

Growth will not be easy to achieve, particularly with the slow down expected from China (INTO are already experiencing a 17% drop in foundation students applying to INTO UEA). However, it is thought that, through implementation of this strategy, we could both maintain quality and achieve growth of around 10% in international numbers over the next 3 years. Last year undergraduate numbers grew by 20% and our challenge is to maintain this and slowly increase further. Recruitment at PGT level has grown by 20% over the past two years. However, there are currently a number of challenges in PGT markets and we have yet to see what their impact will be. In achieving any growth, we will have to monitor carefully its affect on diversity and ensure that it is achieved through increased recruitment from as wide a range of countries as possible.

Increase PGR Students

There is potential for the number of PGR students to grow and this is a key priority if we are to attract excellent PhD students to contribute to the research capability of the University. This will be achieved in liaison with other departments and a number of initiatives will be required to achieve this including the strategic use of scholarships.

Increase International Student Diversity

The University has been fortunate that its largest cohort (close to 50% of the student body) is from China where the reaction to the UK Government’s immigration strategy has been slower and not nearly as extreme. However, as completion grows across the region and for the sake of a balanced international student body, the University needs to continue a process of diversification. Therefore, in addition to China, a number of other markets have been chosen as high priority. These have been chosen on the basis of

- a. Market intelligence (e.g. evidence of growing economies, growth of the middle classes, propensity of youth population to choose the UK for study)
- b. Markets where we are already established but which appear to have the potential to maintain or provide additional growth e.g. China, USA, SE Asia
- c. Markets where UEA has developed a niche, despite overall market conditions, sometimes because of particular subject expertise or well developed individual relationships(e.g Japan) or where partners such as INTO are already well established.
- d. Markets where there is the potential to receive Government/business funded students e.g. Saudi Arabia, Oman, Brazil.
- e. Emerging markets that might both provide potential for UEA in the longer term e.g. Vietnam, Ukraine
- f. Markets that present opportunities for under-recruiting subject areas

The greatest resource will be targeted at our top sixteen markets which are Brazil, Brunei, China, Hong Kong, India, Japan, Malaysia, Nigeria, Norway, Russia, Saudi Arabia, Taiwan, Thailand, Turkey, USA and Vietnam (see appendix 10 for 2013/14 priority countries). India and Nigeria, although adversely affected by the Government’s immigration strategy, are included due their size and potential in the medium to longer term.

In addition to the above countries, we will also be engaging with a number of other markets which show potential for degree recruitment and from which even small numbers will add to our overall diversity (see appendix 10). In addition to full-degree markets, there are others which are specific to short stay provision and which add to the overall diversity on campus, such as Mexico and Australia.

An increase in intake from priority countries will be achieved through a combination of

- Improved international branding, on-line marketing and social media use
- In-country recruitment activities including a range of initiatives aimed at differentiating UEA in market and maximising on current strengths.
- Liaison with Admissions teams in ARM and the Postgraduate Research Service to provide good turnaround times and appropriate country criteria equivalencies
- Liaison with Academic Schools to develop School recruitment plans and target any areas currently under-recruiting
- Liaison with our partner institution, INTO.
- Appropriately targeted fees, scholarships, discounts and commission/agent rewards

It should also be noted that UEA could potentially recruit more international students from the UK (Boarding Schools, IB Schools, Foundation Colleges). Currently, approximately 30 students are recruited each year, although the real figure is probably much higher as many students probably record their domicile as their address in their home country.³ However, additional resource is required to increase the recruitment of these students. It is also recommended that we undertake a review of foundations offered by institutions other than INTO. A graph showing the number of international students recruited from the UK can be found at appendix 12.

Increase UEA's Portfolio of Overseas Offices

In addition to normal recruitment activities, a review of current office activity and the viability of setting up UEA's next office overseas needs to be explored. The current proposed location is the USA but a comprehensive business plan is to be developed for consideration by ARME. An initial discussion document has already been approved at International Executive. The USA is one of UEA's strongest recruitment markets but is becoming increasingly competitive, thus an office would consolidate our current position and provide a good base for alumni/donor activity.

Contribute to Wider Internationalisation Objectives

The International Office should contribute to the University's strategy for internationalisation, both through areas of direct responsibility (study abroad and exchange and summer school) and indirectly through collaboration with others and contribution to university wide initiatives. In particular, a focus should be given to the following:

- Increasing the number of students and staff undertaking mobility through an active programme of promotion and engagement.
- Increasing the availability and diversity of opportunities for outgoing students through continued engagement at School and Faculty level
- Improving systems and processes in order to capture and monitor current mobility

³ See Appendix 12

- Increasing the profile of and income to the University through summer schools and other short stay programmes.
- Contributing to strategies that improve student experience (the experience of international students is paramount to future recruitment - word of mouth is one of the most powerful marketing tools).

Deliverables

- Target resources toward priority countries selected for their potential to attract significant numbers of high quality students and/or increase the diversity of UEA's international intake.
2013/ongoing
- Support current initiatives and, subject to resource, implement new ones that are likely to differentiate the University internationally e.g. student ambassador scheme, "Back to School" (using students/alumni to visit Schools in home country), International Teachers conference, wider promotion of Creative Writing workshops in India.
2013/ongoing
- Improve the overall branding including web and on-line promotion of the University in overseas markets, working with Central Marketing and external agencies.
2013/14
- Maximise the potential for good practice through cross-departmental collaboration across ARM, with Schools and with "internationally related" departments such as DOS, Partnerships and the Postgraduate Research Service.
2013/ongoing
- Ensure that UEA is represented at key international policy forums and networks. Explore opportunities for regional collaboration and, if of benefit to UEA, establish an Eastern Region Network to better promote universities in East Anglia.
2013 and ongoing
- Aid the employability agenda through engagement with alumni (two events per year) and joint initiatives with careers to provide opportunities for international students, at home and in the UK. This will be particularly important when international students are included in the leavers' destination survey.
2014/15
- Improve office and management information through improved systems and processes across departments, reviewing the potential to "link up" systems across related areas
2013/2014
- Work with Associate Deans for Postgraduate Research, School Directors of Postgraduate Research and the Postgraduate Research Service to increase the number of high quality research students admitted to UEA. Improve engagement with sponsor organisations through a programme of visits and a "sponsor day"
2014/15
- Through Internationalisation Executive, introduce and help implement new country groups, the first being USA and SE Asia.
2013/14
- Liaise with admissions to ensure appropriate benchmarking of criteria and remove any unnecessary blocks to recruitment.
- **2013 and ongoing**
- Review agent network and incentives. Establish improved systems to monitor agent training.
2013

- Continue programme of agent engagement through familiarisation week in September and in-country visits.
2013/ongoing
- Work with INTO, University Schools and Departments to implement a range of activities to develop market reach, engage pathway students and ensure that progression is as high as possible.
- **2013/ongoing**
- Build on success of current summer programme, refining the course portfolio to meet university recruitment objectives and promote as both a stand-alone and a taster for future study.
2013/ongoing
- Increase numbers to the International Summer School by 50% per annum
2016
- Refine the criteria for agreeing customised summer programmes to ensure that provision is relevant and profitable.
2013
- Increase the number of UEA students studying abroad on exchange programmes by 15% through increased diversity of opportunities, good promotion to students and across the university. In particular, raise awareness of opportunities available through Erasmus.
2015/16
- Increase number of incoming study abroad students by 10% through enhanced marketing and recruitment and subject availability.
2015/16
- Develop regional office strategy including bedding in the SE Asia Regional Office and exploring the possibility of the USA as a location for UEA's next regional office. Start implementation if approved.
2013
- Contribute to the review of scholarships to ensure that these are more effectively allocated and facilitate international recruitment objectives.
2013

Measurables

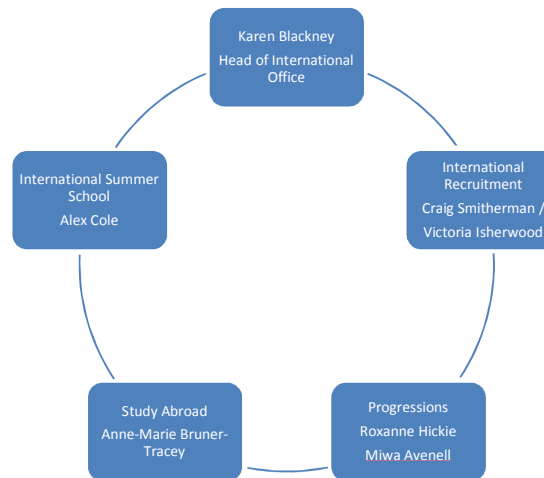
- University annual recruitment targets are met for all levels
- 10% increase in UG numbers, specifically targeted at courses with drops in home numbers.
2015/16
- 10% increase in intake from countries other than China by 2015/2016
- 10% increase in PhD intake by 2015/16
- Quality of student feedback throughout their lifecycle captured through International Student Barometer (ISB) surveys, focus groups and social media.
- Good alumni feedback from these events captured through feedback after in-country events
- 10% increase in recruitment from agents attending Familiarisation week by
2015/16
- Good progression from eligible INTO students
- Increase in the number of collaborative activities across the university and with external agencies.
- 50% increase in Summer School numbers by 2016
- 15% increase in outgoing exchange students by 2015/16

- 10% increase in incoming study abroad students by 2015/16

Appendix 1

The International Office

Our team operates in 4 key areas: International Recruitment, Progressions, Study Abroad and the International Summer School; all of which are overseen by the Head of the International Office, Karen Blackney



International Recruitment

We actively recruit international students across a number of key countries (excluding the EU). This includes attendance at overseas education fairs, school and university visits, running alumni gatherings and pre-departure events. We also engage with overseas Governments and work with a wide network of educational agents. Additionally, the team manages an International Student Ambassador scheme, assists with the processing and conversion of applications, and undertakes a wide range of other marketing and administrative activities.

Progressions

We have staff based in both INTO to assist students with applying and progressing to courses at UEA. We work with schools of study to showcase their various courses and with admissions colleagues during the release of exam results to be able to provide advice to students. Furthermore, we carry out activities related to the recruitment of international students based within the UK.

Study Abroad and Exchange

The Study Abroad Office coordinates and manages more than 250 annual mobilities for UEA degree-seeking students participating in a period of study or work abroad as part of their course and manages nearly 500 visiting students enrolling at the University for a short period of study, either a semester or an academic year. We liaise with 180 global partner universities (currently in more than 30 countries) to encourage both student and staff mobility and bespoke programming. Extensive international travel is undertaken annually to monitor student placement experience, to recruit programme participants, to maintain partner relationships, and to promote at sector conferences globally.

Collaborative International Programmes (CIPO)

CIPO runs the Universities international Summer Programme, which attracts large numbers of international students to UEA over a four week period in July, studying a range of accredited courses from across the University. Additionally, we deliver a number of short residential courses throughout the year, tailored to the needs of specific groups. These vary in academic level to suit adult participants working in education and government sectors, programmes for current high school or university students, as well as inter-cultural experiences for those looking to develop their English skill level.

International Recruitment

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Progressions

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Study Abroad

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International Summer School

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Appendix 2

International Intake numbers (at UG, PGT and PGR) 2011/12-2013/14

Row Labels	2011/2			2011/2 Total			2012/3			2012/3 Total			2013/4			2013/4 Total			
	U	T	R	U	T	R	U	T	R	U	T	R	U	T	R	U	T	R	
Y	568	771	24	1363	465	1005	30	1500	572	992	31	1595							
China	284	452	5	741	205	672	4	881	235	622	6	863							
Hong Kong	90	5	2	97	103	4		107	147	6		153							
Thailand	7	57		64	1	54	4	59	4	73	1	78							
USA	3	36	3	42	10	47	7	64	11	34	10	55							
Japan	11	26	1	38	11	37	1	49	9	42		51							
Vietnam	33	21	1	55	25	20		45	25	23		48							

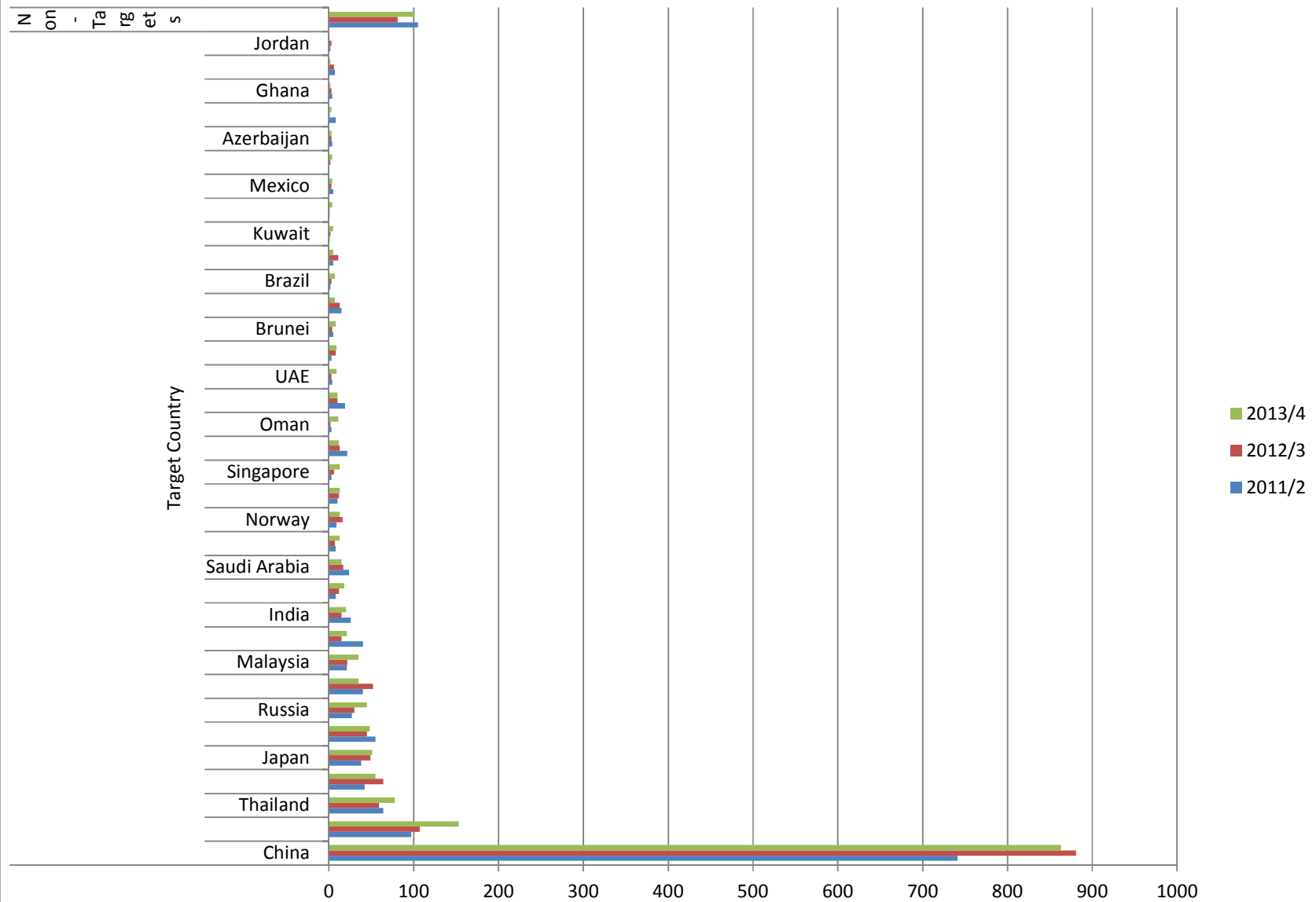
Russia	9	17	1	27	11	19		30	14	31		45
Taiwan	4	36		40	4	46	2	52	1	34		35
Malaysia	15	6		21	14	7	1	22	28	6	1	35
Nigeria	20	20		40	6	9		15	8	12	1	21
India	8	17	1	26	3	11	1	15	4	13	3	20
Turkey	1	6	1	8	2	10		12	4	13	1	18
Saudi Arabia	4	17	3	24	3	13	1	17	3	11	1	15
Indonesia	4	4		8	3	4		7	8	5		13
Norway	8	1		9	11	5		16	11	2		13
Korea	7	3		10	8	4		12	5	8		13
Singapore	2	1		3	3	3		6	8	5		13
Kazakhstan	15	6	1	22	9	3	1	13	9	3		12
Oman	1	2		3	1	1		2	1	8	2	11
Canada	8	8	3	19	2	6	2	10	4	4	2	10
United Arab Emirates	4			4	2	1		3	7	2		9
Macao	2	1		3	7	1		8	6	3		9
Brunei	2	3		5	4			4	7	1		8
Mauritius	14	1		15	8	3	2	13	3	4		7
Brazil		2		2		3		3	1	5	1	7
Iraq	1	4		5		10	1	11		4	1	5
Kuwait	1			1	2			2		4	1	5
Bahrain		1		1			1	1	3	1		4
Mexico		4	1	5		3		3		4		4
Philippines						2		2		4		4
Azerbaijan	1	3		4	2	1		3	2	1		3
Sri Lanka	4	4		8		1		1	2	1		3
Ghana		3	1	4	1	2		3	1	1		2
Bangladesh	4	3		7	2	2	2	6	1	1		2
Jordan	1	1		2	2	1		3		1		1

N	43	55	7	105	29	43	9	81	49	40	12	101
England	14	13	1	28	5	13	3	21	14	12	5	31
Australia	1	3	3	7		4	2	6		4	1	5
Egypt	1	1		2	1	1	1	3	3	2		5
Pakistan	9	5		14	4	1		5	3	1		4
Spain	1			1					1	1	1	3
South Africa						1		1	2	1		3
Peru	1	2		3					2			2
Palestine		1		1					1		1	2
Nepal		1		1	2			2	1	1		2
Botswana									1	1		2
Iran	1	3		4	1	1	1	3	1		1	2
Yemen		1		1		1		1		2		2
Zimbabwe	1			1	2			2	2			2
Kenya	2	1		3		2		2	2			2
Ukraine		2	1	3	1	1		2	1	1		2
Libya									2			2
Malawi		1		1						2		2
Maldiv Islands									1	1		2
Israel		1		1	1			1	1			1
Cambodia		1		1						1		1
Turkmenistan	1			1					1			1
Cayman Islands									1			1
Scotland		1		1						1		1
Zambia			1	1					1			1
St.Lucia										1		1
Austria	1			1					1			1
Lebanon						1		1			1	1
Barbados										1		1
Rumania										1		1

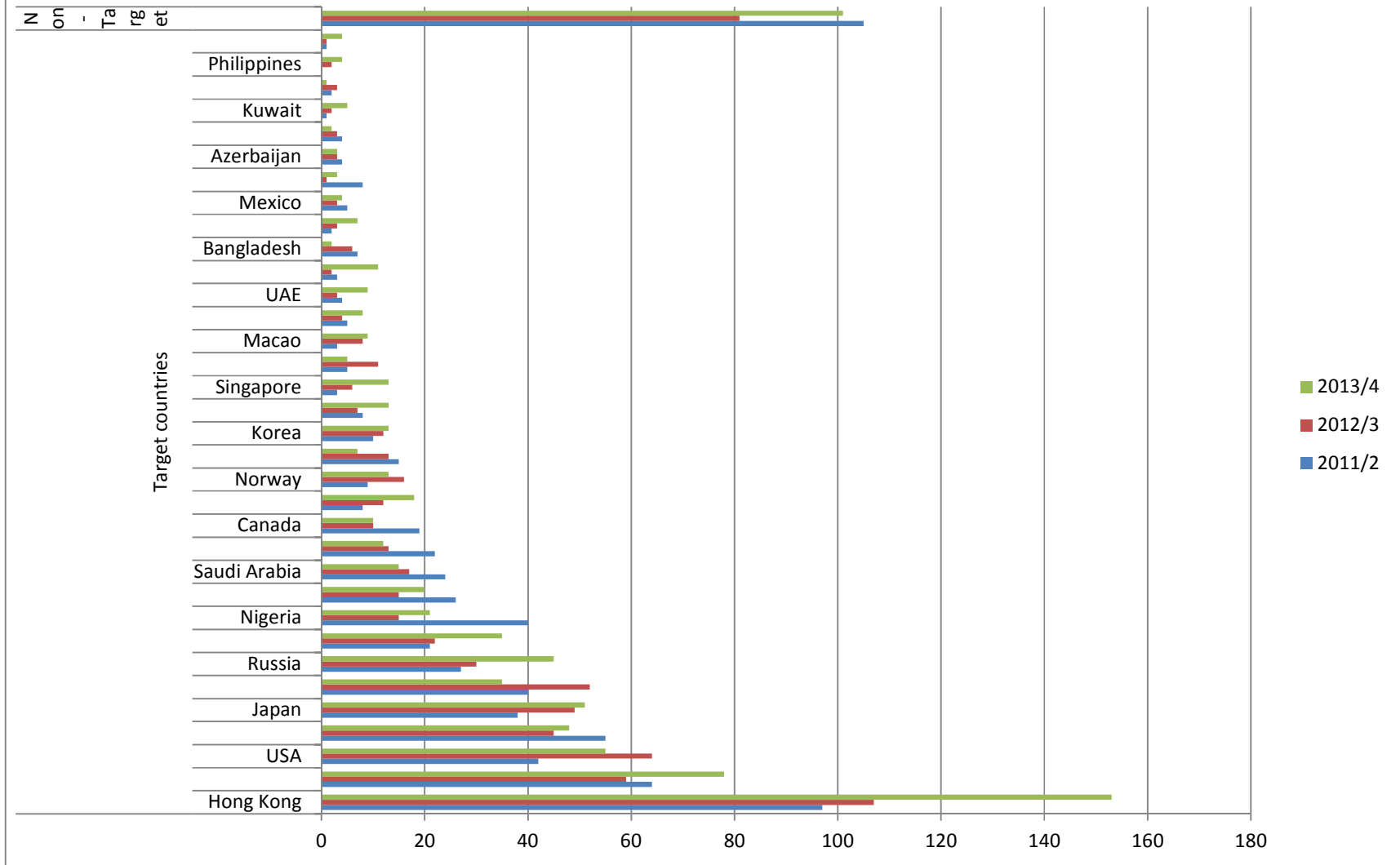
New Zealand								1	1
Serbia							1		1
Niger								1	1
Argentina								1	1
Georgia					1	1	1		1
Switzerland	1	1	2	3	1	4	1		1
Germany				1	2	3	1		1
Uganda		1	1	1		1		1	1
Papua New Guinea								1	1
United Kingdom		1	1		1	1	2	1	1
Bosnia								1	1
Macedonia								1	1
Qatar								1	1
Mongolia								1	1
Moldova									1
Gambia				1		1			
Venezuela	2	1	3						
Mozambique		1	1						
Kampuchea	1		1	1	1	2			
Belarus				1	1	2			
Colombia	1	2	3						
Tunisia						1	1		
Puerto Rico					1	1			
Belize					1	1			
Croatia		1	1	2					
Cameroon	1	2	3						
Liberia		1	1						
Sweden					1	1			
Rwanda					1	1			
Syria		3	3	1		1			

Belgium	1			1								
Morocco		1		1								
British Virgin Islands							1		1			
Burma	1			1	1	1				2		
Solomon Islands		1		1								
Uzbekistan					1					1		
Fiji	1			1								
Nicaragua							1			1		
France		1		1			2			2		
Ireland		1		1	1					1		
Albania	1			1								
Sudan							1			1		
Grand Total	611	826	31	1468	494	1048	39	1581	621	1032	43	1696

Appendix 3 International Enrolments 2011-13 by Target Country



Appendix 4 International Enrolments by Country 2011-13 (excluding China)



Appendix 5 – 2012/3 Entry Income

Target Country	Country of Domicile	TOTAL RECRUITMENT (UEA IO + INTO)						GROSS INCOME	
		UG	UG 2nd Year	PGT	PG R	VIS	Total	Year 1 Income	Total over course
Yes	Azerbaijani Republic, The	2		2			4	£52,400.00	£104,600.00
Yes	Bahrain				1		1	£11,800.00	£35,400.00
Yes	Bangladesh	3	1	3	2		9	£111,600.00	£260,500.00
Yes	Brazil			4		15	19	£242,800.00	£242,800.00
Yes	Brunei Darussalam	4					4	£50,000.00	£164,400.00
Yes	Canada	2		6	2		10	£132,100.00	£375,300.00
Yes	China	133	85	680	8		906	£11,704,300.00	£16,091,300.00
Yes	Ghana		1	4			5	£59,800.00	£72,000.00
Yes	Hong Kong (Special Administrative Region of China)	62	44	5			111	£1,423,500.00	£3,988,800.00
Yes	India	1	3	12	2		18	£215,300.00	£321,500.00
Yes	Indonesia	2	3	6	1		12	£150,300.00	£256,300.00
Yes	Iraq			10	4		14	£188,100.00	£293,300.00
Yes	Japan	9	2	37	1	6	55	£667,000.00	£941,800.00
Yes	Jordan	1	1	1			3	£48,600.00	£158,300.00
Yes	Kazakhstan	2	7	3	1		13	£159,500.00	£317,200.00
Yes	Korea, Republic of	3	5	4		2	14	£168,300.00	£317,800.00
Yes	Kuwait	2			1		3	£36,200.00	£108,600.00
Yes	Malaysia	8	6	8	2		24	£317,900.00	£715,800.00
Yes	Mauritius	6	2	3	2		13	£157,700.00	£388,500.00
Yes	Mexico			3		1	4	£37,500.00	£37,500.00
Yes	Nepal	1	1				2	£26,100.00	£66,600.00
Yes	Nigeria	7		15	2		24	£342,600.00	£724,400.00
Yes	Norway	11		5			16	£197,400.00	£461,200.00
Yes	Oman	1		1			2	£23,600.00	£47,000.00

Yes	Pakistan	1	4	1			6	£70,400.00	£140,600.00
Yes	Philippines			2			2	£26,300.00	£26,300.00
Yes	Russian Federation	9	3	21			33	£437,400.00	£724,500.00
Yes	Saudi Arabia	2	1	20	8		31	£400,600.00	£674,900.00
Yes	Singapore	2	1	3			6	£74,000.00	£152,800.00
Yes	Sri Lanka			1			1	£12,400.00	£12,400.00
Yes	Switzerland	3		1			4	£47,000.00	£117,200.00
Yes	Taiwan	3	1	49	3		56	£771,300.00	£930,400.00
Yes	Thailand	1		56	4	2	63	£819,700.00	£948,300.00
Yes	Turkey	2	1	10			13	£164,900.00	£223,400.00
Yes	United Arab Emirates	2		1		1	4	£51,775.00	£192,975.00
Yes	United Kingdom, not elsewhere specified	7	2	17	7	1	34	£23,700.00	£880,600.00
Yes	USA	10		46	9	76	141	£1,739,000.00	£2,196,200.00
Yes	Vietnam	14	12	21	1		48	£614,400.00	£1,146,500.00
	Total for Target Countries	316	186	1061	61	104	1728	£21,777,275.00	£34,857,975.00
	Argentina					1	1	£975.00	£975.00
	Australia			4	2		6	£80,800.00	£133,400.00
	Belarus		1	1			2	£25,600.00	£37,300.00
	Belize			1			1	£11,900.00	£11,900.00
	British Virgin Islands			1			1	£11,900.00	£11,900.00
	Burma (Myanmar)		1	1			2	£23,600.00	£35,300.00
	Colombia			1			1	£11,900.00	£11,900.00
	Egypt, United Arab Republic of	1		1	1		3	£38,100.00	£104,900.00
	France			2			2	£0.00	£0.00
	Gambia, The	1					1	£24,500.00	£122,500.00
	Georgia			1			1	£11,900.00	£11,900.00
	Germany	1		2			3	£14,400.00	£43,200.00
	Iran	1		1	1		3	£40,100.00	£106,900.00

Ireland	1					1	£24,500.00	£122,500.00
Israel	1					1	£11,700.00	£35,100.00
Kampuchea		1	1			2	£23,600.00	£35,300.00
Kenya			2			2	£26,600.00	£26,600.00
Kosovo					1	1	£11,700.00	£11,700.00
Lebanon			1			1	£14,700.00	£14,700.00
Macao (Special Administrative Region of China)	4	3	1			8	£102,200.00	£257,600.00
Malawi			1			1	£16,500.00	£16,500.00
Nicaragua			1			1	£11,900.00	£11,900.00
NULL				1		1	£11,800.00	£35,400.00
Puerto Rico			1			1	£11,900.00	£11,900.00
Rwanda			1			1	£11,900.00	£11,900.00
South Africa			2			2	£16,500.00	£16,500.00
Sudan			1			1	£11,900.00	£11,900.00
Sweden			1			1	£11,900.00	£11,900.00
Syrian Arab Republic		1				1	£11,700.00	£23,400.00
Tanzania, United Republic of			1			1	£16,500.00	£16,500.00
Uganda	1				1	2	£23,600.00	£47,000.00
Ukraine	1		1	1		3	£37,400.00	£84,400.00
Uruguay					1	1	£0.00	£0.00
Uzbekistan		1				1	£11,700.00	£23,400.00
Venezuela				1		1	£14,500.00	£43,500.00
Yemen			1			1	£11,900.00	£11,900.00
Zimbabwe	2					2	£23,400.00	£70,200.00
Total for Non-Target Countries	14	8	32	7	4	65	£765,675.00	£1,583,775.00

Total	33	194	109	68	10	179	£22,542,950.00	£36,441,750.00
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Appendix 6 – SE Asia Applications to 3 December 2012, 2013 and 2014 entry

Country name	Academic Year 2012/3		2013/4		2014/5	
	Apps	% Difference	Apps	% Difference	Apps	% Difference
Brunei	34		22	-35.29%	21	-4.55%
Indonesia	21		12	-42.86%	22	83.33%
Malaysia	42		46	9.52%	54	17.39%
Singapore	12		19	58.33%	33	73.68%
Thailand	81		78	-3.70%	112	43.59%
Vietnam	47		29	-38.30%	42	44.83%
Grand Total	237		206	-13.08%	284	37.86%

Appendix 7 – Recruitment Route for Entry to UEA degree courses 2013/4

Recruitment Route	No of Students
Direct	1300
Norwich Diploma	143
Norwich Foundation	141
Norwich GDIP	65
London Diploma	58
London Foundation	11
London Gdip	16
Grand Total	1734

Appendix 8 - Exchange and Study Abroad New Enrolments 4 October Census 2013

Erasmus	92
Non-EU Exchange	117
Fee paying visitors	82
Grand Total	291

Appendix 9 – Breakdown of Application Source 2012/13

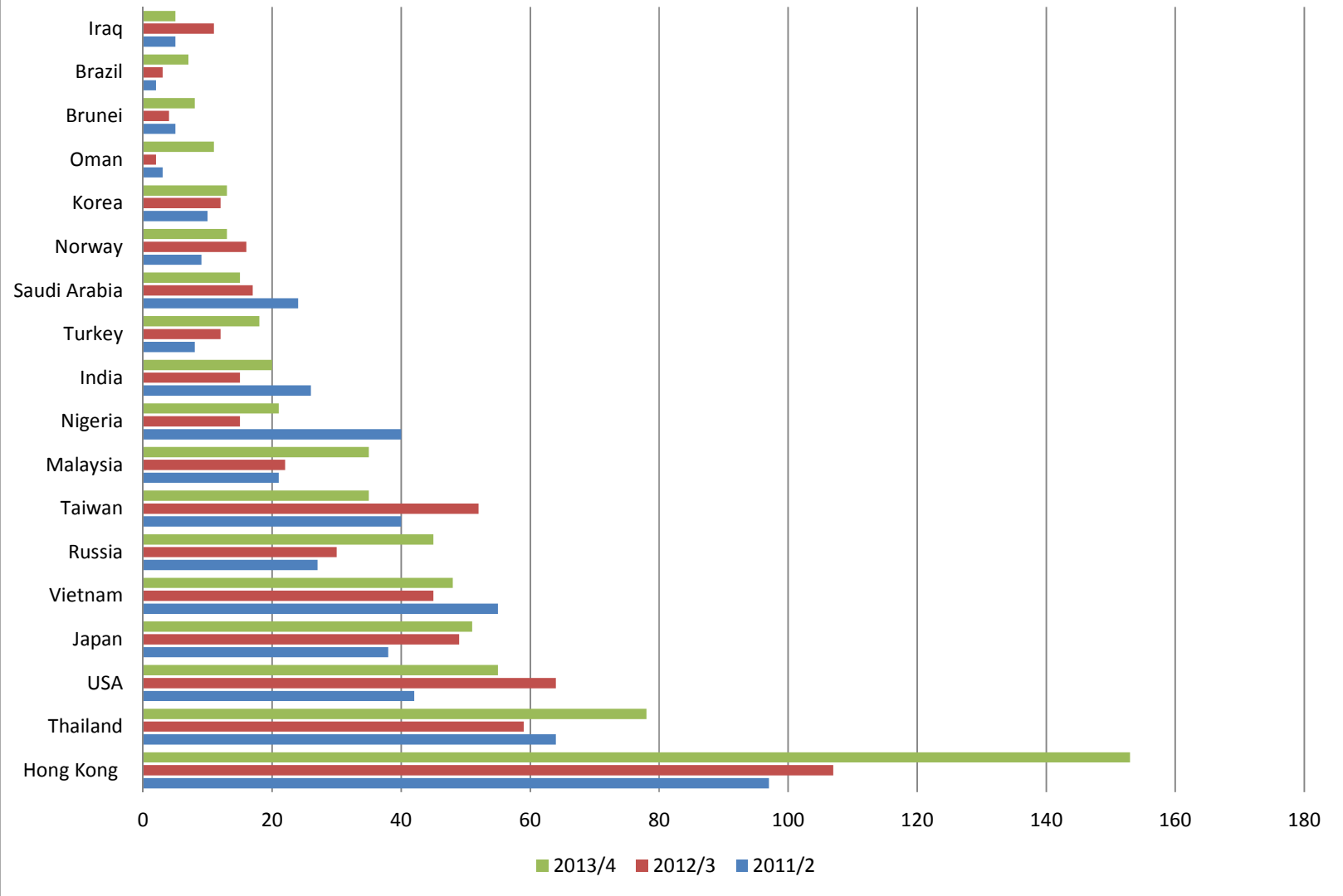
	Direct	INTO (Norwich and London)	Agent
UG	23% (120)	65% (340)	12% (64)
PGT	21% (229)	7% (75)	72% (789)
PGR	87% (59)	0	13% (9)
Total	508	415	864

Appendix 10

	Priority for Full Degree Recruitment
<i>AZERBAIJIAN</i>	<i>Med</i>
<i>BAHRAIN</i>	<i>Med</i>
<i>BRAZIL</i>	<i>High</i>
<i>BRUNEI</i>	<i>High (for ENV & Nursing)</i>
<i>CANADA</i>	<i>Med</i>
<i>CHINA</i>	<i>High</i>
<i>GHANA</i>	<i>Med</i>
<i>HONG KONG</i>	<i>High</i>
<i>INDIA</i>	<i>Med-High (need to look at more in-depth)</i>
<i>INDONESIA</i>	<i>Med</i>
<i>IRAQ</i>	<i>Med-High (priority for Middle East)</i>
<i>JAPAN</i>	<i>High</i>
<i>JORDAN</i>	<i>Low</i>
<i>KAZAKHSTAN</i>	<i>Med</i>
<i>KENYA</i>	<i>Low-Med</i>
<i>KOREA</i>	<i>Med-High</i>
<i>KUWAIT</i>	<i>Low</i>
<i>MALAYSIA</i>	<i>High</i>
<i>MAURITIUS</i>	<i>Med (if scholarships are in place)</i>
<i>MEXICO</i>	<i>Low-Med</i>
<i>NIGERIA</i>	<i>High</i>
<i>NORWAY</i>	<i>High</i>
<i>OMAN</i>	<i>High (priority for Middle East)</i>
<i>PAKISTAN</i>	<i>Low</i>

<i>PHILIPPINES</i>	<i>Low</i>
<i>RUSSIA</i>	<i>High</i>
<i>SAUDI ARABIA</i>	<i>High</i>
<i>SINGAPORE</i>	<i>Med</i>
<i>SRI LANKA</i>	<i>Low</i>
<i>TAIWAN</i>	<i>High</i>
<i>THAILAND</i>	<i>High</i>
<i>TURKEY</i>	<i>High (for next recruitment year, if doesn't pay off then decrease priority for following year)</i>
<i>UAE</i>	<i>Low</i>
<i>USA</i>	<i>High</i>
<i>VIETNAM</i>	<i>High</i>

Appendix 11 - 2013 High Priority Market Performance 2011-3



Appendix 12 - International Students recruited from within the UK

Row Labels	2011/2			2011/2 Total	2012/3			2012/3 Total	2013/4			2013/4 Total
	U	T	R		U	T	R		U	T	R	
UK	14	15	1	30	5	14	4	23	14	14	5	33
Grand Total	14	15	1	30	5	14	4	23	14	14	5	33