

University of Surrey Transnational Education (TNE) Strategy 2013-17

A: Introduction

I. The University's Mission

The Mission statement in *The University Strategy: 2012-17*¹ and the associated *International Strategy: 2013-17*² provide the architecture for this transnational education (TNE) strategy. The current document proposes a series of options which would allow the development of new TNE enterprises in a structured and risk aware fashion and which would contribute to enhancing the international reputation of the University of Surrey in all its endeavours.

II. Definition of TNE

A key factor in the development of a TNE strategy is the definition of TNE activity. In the present document TNE covers five specific areas:

1. Delivery of programmes outside the UK through e-learning;
2. Schemes where the awarding institution enters into a partnership with an overseas institution for delivery of part of the programme (e.g. 2+2) potentially leading to a dual degree³;
3. Delivery of joint degrees³ at undergraduate, postgraduate taught and research levels;
4. Partnership with an overseas institution for delivery of the entire programme by a third party (i.e. franchising/validation);
5. Creation of branch campuses either alone or in partnership with a public or private enterprise.

¹ The University Strategy:2012-17.

(<http://www.surrey.ac.uk/about/corporate/documents/university-strategy-2012-17.pdf>). "The University of Surrey is a research-led institution pursuing learning, scholarship and research, and advancing and disseminating knowledge. The University is committed to working closely with its students, business, government and civil society to transition knowledge to the benefit of humanity".

² The International Strategy:2013-17.

http://www.surrey.ac.uk/internationalrelations/international_strategy.htm

³ For the purposes of this document: a dual or double degree involves 2 or more higher education institutions and students receive separate graduation certificates from each partner; a joint degree involves 2 or more higher education institutions and students receive a single graduation certificate signed by all partners.

B: Strategy

I. Vision

To enhance the international brand of the University of Surrey through the focused development of new TNE opportunities.

Developments under this vision must fulfill the following requirements:

- Strategic fit
- Sound selection of partner/geographic region/programme
- Sustainable business model
- Strengthening the international brand of the University of Surrey

or S-Power-4 since all four aspects must coalesce if the significant added value of any TNE activity is to be fully realised.

II. Objectives

Guided by the strategic objectives of the University of Surrey¹, the TNE objectives should be:

- (a) To establish a limited number of high quality dual degree programmes with key partners;
- (b) To deliver a high quality and financially sustainable branch campus through the Surrey International Institute model and to identify additional strategic opportunities to develop a restricted number of further campuses at the postgraduate level.

III. Priority actions

In pursuit of the above objectives we will:

1. Work with Dongbei University of Finance and Economics to ensure the success of the Surrey International Institute, China campus.
2. Further improve the effectiveness of existing dual degree offerings in Politics/International Relations with North Carolina State University.
3. Identify potential regional partner institutions for future dual degree programmes based on:
 - a. International reputation
 - b. Research and teaching profile
 - c. regional/institutional attractiveness (i.e. a current strategic partner of the UoS [for example through Erasmus, UGPN, research or

- teaching MoUs], market size, expanding investment in the HE sector by government , manageable language barriers)
 - d. medium/long term value to the University of Surrey
 - e. manageable reputational risk profile.
4. Explore the possibility of developing small subject-focused postgraduate campus(es) to complement our existing campus in China. The selection of country/region should be based on the following criteria:
- a. strategic fit with the research strengths of the University of Surrey;
 - b. proven postgraduate student demand from market research data;
 - c. relatively stable economic and political climate;
 - d. favourable analysis of level and quality of competitor TNE activity;
 - e. high potential to leverage local grant support for research;
 - f. regional attractiveness (i.e. presence of a pre-existing nucleus of University of Surrey partners [for example through Erasmus, research or teaching MoUs], market size and demand, expanding investment in the HE sector by government, manageable language barriers);
 - g. manageable risks with respect to finance, reputation and corporate governance;
 - h. availability of credible partners (public, private not-for-profit and private for-profit);
 - i. long-term benefits to the University of Surrey including potential for expansion.

Annual rolling TNE action plans will be developed outlining how these priority areas will be taken forward.

IV. Monitoring, review and governance

The Pro-Vice Chancellor (International Relations) will be responsible for delivery of the TNE strategy. Progress will be monitored by the International Relations Executive Group. Progress will also be reported in the Annual Report on international activities submitted by the Pro-Vice Chancellor to the Executive Board. Any specific TNE proposals that involve collaborative provision will adhere to the Academic Standard Guidelines and be recommended for approval to Executive Board via the University Learning and Teaching Committee chaired by the Deputy Vice-Chancellor (Academic Affairs). Similarly, dual PhD programmes will be recommended for approval to Executive Board via the University Research and Enterprise Committee chaired by the Deputy Vice-Chancellor (Research and Innovation). Overseas campus developments will require approval of Senate and Council of the University.

Approved, Executive Board, May 2013