

Appendix 1: Staff International Travel August 2005 – January 2009

Number of Visits by Country

The chart below presents a plot of the number of individual visits that have been made. The size of the circular mark is associated with the volume of visits. Scales are provided underneath to explain the range of values. It is advised that this visual works simply as an illustration to compare general patterns across the colour-coded continents, rather than a tool for reading specific values.

The concentration of travel around Europe is clearly apparent, as well as the volume of visits made to North America and the US in particular. With an extended data set, it is apparent how genuinely global the spread of our international activity is with 76 different countries having been visited by Faculty staff since August 2005.



Number of Visits by Continent by Year of Travel

This table presents the number of visits made to each continent by calendar year. Note that data for 2005 was only based on transactions after August and for 2009 only goes as far as transactions processed before the end of January.

It can be shown that there has been a very significant growth in international travel activity since 2005. Comparing the full years of 2006 and 2008 reveals an increase of 20% in the number of visits made annually. This growth has been largely the result of greater engagement with European countries with nearly 100 extra visits made in 2008 (65.1% of all visits) compared to 2006 (54.7% of all visits). Other regions have generally seen a more consistent level of engagement with perhaps only Asia observing a significant reduction.

Continent	2005	2006	2007	2008	2009	Grand Total
Europe	62	227	297	324	33	943
North America	35	107	77	97	31	347
Asia	17	40	48	32	1	138
Africa	6	22	23	24	8	83
Australia	3	14	9	15		41
South America	3	5	4	3	1	16
Grand Total	126	415	458	495	74	1,568

Number of Visits by Country by Year of Travel (top 20 destinations)

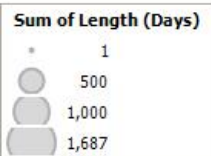
This table presents the number of visits made to each country by calendar year, listing only the top 20 popular destinations. The United States is far and away the most commonly visited country (18.2% of all visits) but there have been noticeable, significant increases in activity across the period in Europe and especially France and Belgium.

Country	2005	2006	2007	2008	2009	Grand Total
United States	21	85	68	82	29	285
Netherlands	10	34	33	27		104
France	9	15	29	55	3	111
Italy	3	32	37	20	1	93
Germany	5	22	28	29	2	86
Ireland	8	17	26	32	1	84
Belgium	4	10	22	40	6	82
Canada	14	20	9	15	2	60
Spain	5	14	18	23	3	63
Denmark	3	8	19	18		48
Switzerland	3	16	13	12	2	46
Sweden	1	14	9	10	7	41
Australia	2	11	5	14		32
South Africa	1	9	15	7	3	35
China	3	7	13	7		30
India	5	13	7	2	1	28
Austria	3	1	12	11	1	28
Czech Republic		10	2	13	3	28
Portugal		4	12	8		24
Norway		5	16	2		23

Duration of Visits by Country (days)

The chart below presents a plot of the aggregate duration of visits that have been made to each country. As before, it is advised that this visual works better simply as an illustration of patterns across the colour-coded continents.

As with the number of visits, the concentration of travel duration is centred on Europe and the US though it is now noticeable that there is a greater duration of visits in Asian countries than the pattern from the number of visits would have suggested.



Duration of Visits by Continent by Year of Travel (days)

This table presents the total number of days spent on visits in each continent by calendar year. Between 2006 and 2008 the amount of days spent on international visits has increased by 16%, with European durations increasing by 47% and Australia by 65% during this period. Europe has had the greatest overall duration of visits (38.8%) but this is a marked reduction in compared to its overall share of visits made (60.1%).

Continent	2005	2006	2007	2008	2009	Grand Total
Europe	153	724	966	1,063	104	3,010
North America	301	660	474	668	152	2,255
Asia	150	364	410	283	4	1,211
Africa	32	174	198	161	46	611
Australia	28	146	122	241		537
South America	26	28	40	22	22	138
Grand Total	690	2,096	2,210	2,438	328	7,762

Duration of Visits by Country by Year of Travel (days) (top 20 destinations)

This table presents the duration of visits made to each country by calendar year, listing only the top 20 popular destinations. Once again, the United States is by far the country where the most time is spent (21.7% of all duration) with the next highest also being North America (Canada). This analysis confirms the geographical narrative that there is comparatively less time spent in Europe, which would be logical given the proximity. There has been a noticeable decline in the duration spent in China, despite the number of visits being made staying relatively consistent. This contrasts with France which has seen a 331% increase in visit duration and Australia (64.4%) between 2006 and 2008.

Country	2005	2006	2007	2008	2009	Grand Total
United States	137	510	421	477	142	1,687
Canada	164	141	53	191	10	559
France	21	64	100	276	8	469
Australia	13	135	59	222		429
China	55	117	151	59		382
Italy	9	134	149	75	3	370
South Africa	8	89	134	42	19	292
Germany	14	68	96	115	18	311
Netherlands	19	66	69	71		225
India	29	105	52	16	4	206
Ireland	15	36	62	74	1	188
Spain	16	39	69	69	12	205
Denmark	8	29	80	44		161
Switzerland	8	49	38	45	6	146
Pakistan	19	12	63	30		124
Uganda		43	20	70	10	143
Belgium	5	19	49	54	10	137
Sweden	4	47	31	32	20	134
Portugal		45	36	25		106
New Zealand	15	11	63	19		108

Appendix 2: International Staffing within the Faculty of Medicine and Health by Staff Category, January 2010.

Staff category	No of International staff	Country of nationality
Clerks	13	Algerian, Canadian (2) Chinese, Czech, Danish, Finnish, French, German, Irish, Swedish, Swiss (2)
L & T Admin Officer	1	Dutch
Industry Costing and Contracts Manager	1	American
Project Accountant	1	American
Team Leader	1	Canadian
Business Systems Analyst	1	Indian
Web Programmer	1	Pakistani
Technicians	11	Chinese, Ethiopian, Indian (2), Irish, Norwegian, Polish (3), Portuguese, Singaporean
Programme Director	1	Canadian
Project Manager	1	Canadian
Snr Trial Manager	1	Spanish
Snr Asst Director	1	Italian
Project Officer	1	American
Research Manager	1	Greek
Research Approvals Facilitator	2	American, Portuguese
Research Governance Facilitator	1	Irish
Research Assistants	5	American (2), Canadian, Chinese (2), Estonian, French, Israeli, Pakistani, Polish (2), Spanish
Research Fellows	38	Algerian, American, Australian (4), Chinese (3), Dutch (2), Egyptian, French (5), German (4), Hong Kong, Iranian, Italian (2), Malaysian, New Zealander, Pakistani, Polish (2), Portuguese, Serbian, Spanish (2), Swiss, Tunisian, Uzbekistani, Zimbabwean
Snr Research Fellows	10	Australian, Bulgarian, Chinese, Greek, Indian (2), Japanese, Malaysian, Tunisian, Yugoslavian
Research Nurse	2	Malaysian, Singaporean
Snr Research Nurse	1	Dutch
Research Officer	7	American, Ethiopian, Ghanaian, Greek, Italian, Pakistani, Polish
Snr Research Officer	1	French

Research Scientist	1	Italian
Statistician/Med Stat.	4	Belgian, Dutch, German, Slovakian
Academic Fellow	2	French, Spanish
University Research Fellow	1	Chinese
Postdoctoral Research Fellow	2	Australian, Chinese
Clinical Demonstrator	3	Greek, Iraqi, Jordanian
Clinical Research Fellow	6	Italian, Japanese, Kenyan, Kuwaiti, Malaysian, S. African
Principal Research Scientist	1	Chinese
Lecturers	19	American, Australian, Bangladeshi, Belgian (3), Canadian, Dutch, Greek (2), Irish, Iranian, Malaysian, New Zealand (3), Russian, Tadjikistani, Zimbabwean
Teaching Fellow	2	American, Canadian.
Snr Teaching Fellow	1	German
Teaching Assistant	2	American, Nigerian
Snr Lecturer/Consultants	14	American, Canadian, French, German (3), Greek, Hungarian, Indian, Irish (3), Italian, Somalian
Readers	2	Dutch, Egyptian
Professors	6	American (2), German, Greek, Indian, Irish

Comments:

- This data only gives the nationality of staff within the Faculty and is not an indication of international status.
- We do not have information as to how many non-British staff are permanently employed and how many are temporarily employed from overseas

Tunisian						1				1
Uzbekistani			1							1
Yugoslavian						1				1
Zimbabwean			1			1				2
Belgian	2		1			1				4
British	62	125	169	146	88	570	204	85	29	1478
Bulgarian						1				1
Czech							1			1
Danish			1							1
Dutch	1	1	4			1				7
Estonian						1				1
Finnish								1		1
French	1			1		8				10
German			2	2		7				11
Greek	2	1			1	3		1		8
Hungarian			1							1
Irish	2					6				8
Italian				1		6				7
Norwegian		1								1
Polish			1			7				8
Portuguese			1			2				3
Rumanian		1								1
Slovakian						1				1
Spanish			1			4				5
Swedish							1			1
Swiss		1				2				3
Total	72	138	198	169	92	661	209	88	29	1656
% British	86.11%	90.58%	85.35%	86.39%	95.65%	86.23%	97.61%	96.59%	100.00%	89.25%
% EEA (inc British)	97.22%	94.20%	91.41%	88.76%	96.74%	93.80%	98.56%	98.86%	100.00%	94.32%
% Non-EEA	2.78%	5.80%	8.59%	11.24%	3.26%	6.20%	1.44%	1.14%	0.00%	5.68%

Appendix No 4 : International Staff by Faculty at the University of Leeds January 2010

	Arts	Business	Engineering	Environment	ESSL	FBS	MAPS	PVAC	SPEME	Total
Algerian	2		1							3
American	15	2	3	6	2	4	6	8	1	47
Australian	2	2	5	3	1	3	4		2	22
Bangladesh			1					1	1	3
Bosnia-Herz.			1							1
Brazilian	1					1	1			3
Cameroonian			1							1
Canadian	3	1	2	4		2	2	1	1	16
Chinese	20	5	25	8		8	13	4	13	96
Columbian			2			1				3
Cuban	1									1
Egyptian	2			1						3
f. Trinidad & T				1						1
Ghanian		1	1				1			3
Hong Kong	1		1	1				1		4
Indian	4	4	16	5	3	6	6	2	4	50
Indonesian			1				1			2
Iranian	2		5			1			2	10
Iraqi	1									1
Israeli			1							1
Jamaican						1				1
Japanese	5					3				8
Kenyan			1		1	1				3
Korean	1	1	1				1			4
Kuwaiti		1								1
Malaysian	3		7	1				1		12
Mauritian				1						1
Mexican			1	1	1					3
Moroccan	1		1							2

Nepalese					1					1
New Zealand	1					3	2	2		8
Nigerian			2				1	1	1	5
Pakistani			3			1				4
Peruvian		1								1
Russian	4		1	1		9	8		2	25
Singaporean			1	1			1			3
South African	1		1		1	1				4
Sri Lankan		1	1					1		3
Sudanese								1	1	2
Taiwanese	2			1			2		1	6
Thai	1									1
Turkish		2	3						1	6
Ugandan			1							1
Ukrainian	1		2			2	1			6
Vietnamese			2							2
White Russia			1							1
Yugoslavian			4							4
Austrian				1						1
Belgian	2		1			3	1			7
British	580	169	436	379	313	462	334	286	80	3039
Bulgarian	1		1	3			2	1	1	9
Cypriot	2	2			1				1	6
Czech	1		1			2	1			5
Danish								1		1
Dutch	2	2	1	7	2	6	8	1		29
Finnish	4	1		4			1			10
French	13	2	3	5	1	5	4		2	35
German	14	2	4	9	4	13	10	7	1	64
Greek	4	8	2	4	3	4	4	4		33
Hungarian			1			2	2			5
Icelandic								1		1
Irish	9	2	1	2	3		3	1		21
Italian	10	3	6	2		6	6	2	1	36

Lithuanian		1								1
Luxembourgian				1						1
Norwegian				1	1		1			3
Polish	4	1	6	1	2	3	5		3	25
Portuguese	2		1	2		1				6
Rumanian	4	1		3	1		2			11
Slovakian								1		1
Slovenian	2	1								3
Spanish	14	1	1	6	1	1	1			25
Swedish		2	1	2	1	2	2			10
Swiss			1	1						2
Total	742	219	566	468	343	557	437	328	119	3779
% British	78.17%	77.17%	77.03%	80.98%	91.25%	82.94%	76.43%	87.20%	67.23%	80.42%
% EEA (inc British)	90.03%	90.41%	82.51%	92.52%	97.08%	91.56%	88.56%	92.99%	74.79%	89.71%
% Non EEA	9.97%	9.59%	17.49%	7.48%	2.92%	8.44%	11.44%	7.01%	25.21%	10.29%

Appendix No 5: Budget for Activities

Faculty of Medicine and Health International Committee					
Proposed Non-Pay Budget 2009/10					
Budget Areas	Allocation	Allocation	Allocation	Allocation	Allocation
	08/09	9/10	10/11	11/12	12/13
1. Marketing					
Publications	£ 2,500	£ 2,688	£ 2,889	£ 3,106	£ 3,339
Web page design and maintenance	£ 2,000	£ 2,150	£ 2,311	£ 2,485	£ 2,671
Strategic assessment of International Market opportunities	£ 3,000				
2. Recruitment Activities					
Travel to Education Fairs/Visits to Target Countries	£ 3,000	£ 3,225	£ 3,467	£ 3,727	£ 4,006
3. International Research Platform					
Follow-up to initial exploratory visit	£ 6,000				
<i>partnerships development</i>		£ 14,000			
4. Raising Awareness of Internationalisation Within FMH					
Hospitality internal & external	£ 2,000	£ 2,150	£ 2,311	£ 2,485	£ 2,671
Photo prize/Essay Competition	£ 100	£ 108	£ 116	£ 124	£ 134
Staff seminars on international collaboration**	1500**	{£1,500}**			
<i>Internationalisation of the curriculum</i>		£ 6,000	£ 10,000		
Total	£ 18,600	£ 30,320	£ 21,094	£ 11,926	£ 12,821

Appendix 6: Extract from LUBS International Strategy and Actions October 2009

Criteria List for Partnerships-how should we select?

- Research Strength** Already strong research performance in areas and clear ambition to sustain improvement; clear areas of expertise which benefit Leeds; established high quality doctoral programmes; well-connected to create useful cooperation.
- Portfolio of Teaching** Breadth and quality of programmes; complementarity and relevance of programmes, for exchange and expertise; specific strengths from which to benefit (eg exec education); potential for joint programmes. Teaching philosophy.
- Geographical Relevance** Operating in key markets; geo-market leader; provides balance in our spread of partners; attractive destination for students
- Networks** School is well-connected in region; good corporate network; international connections; connections with government; research networks
- Brand and Image** Partner has strong image of quality in key areas of cooperation; recognised nationally as a leading player, international credibility; professional brand with integrity and clear values.
- Strategy and Ambition** Partner must at least match Leeds aspirations and ambition; if not yet in 'top50', strategy is in place to improve and be a global player; clear ambitions in quality of research and learning and teaching
- Enhancement of Student Experience** Ability to send and receive quality students on exchanges, visits, dual degrees. Links to corporate and governmental networks. Strong careers network. Diverse student body.
- Stability and Financial Health** Track record of growth. Sustainable institution. Supported through government, corporates, university. Ability to contribute to sustainable cooperation.
- Accreditations** Recognised by Equis, AMBA, AACSB, professional and regional accreditations. If not yet accredited, exceptional strengths in other criteria and in the process to gain accreditations.
- Special Strengths** Exceptional ability or clear leadership in key areas of interest for Leeds. For example, abilities in application of technology in learning; executive programme delivery; specific research centres.
- Altruistic –institution significantly benefits from our partnership** Cooperation directly and mostly benefits the partner institution; Leeds role is to assist development of partner school. Potential benefits in the future , for example brand association, student admissions, exchanges etc (FEG) level

Tiered Relationships-How could we stream our effort?

- **Development of three tiers of relationships** because
- We have limited resources to develop sustainable relationship with meaningful outcomes
- Focus creates credibility with partners and accreditation bodies
- Achieving top 40 global status requires clear criteria for partnerships
- Opportunism needs to be balanced by purposeful relationship building
- **Tier 1 Relationships** are deep relationships with other highly regarded research-led institutions, where research collaboration is a primary driver of working together, and brand association and esteem help us to achieve world-class recognition. A select few with high level of impact.
- **Tier 2 Relationships** are deep relationships which are sustainable, broad in action and which have a real impact across the school; strategic dedication of resources to develop these relationships.
- **Tier 3 Relationships** are cooperative agreements with a single or few dimensions, mostly informal, and often opportunistic and based on personal networks. Some of these may have potential to be broader and more sustainable, and progress into a tier 2 relationship. The school supports tier 3 through personal and divisional activity, or specific programmes such as study year abroad.

Tier 1 Relationships

- Play to our strength as a research-led institution
- Strong research collaboration across research centres and disciplines
- Joint research bids, conferences, events, PhD development etc
- Ideally there is additional (non-research) activity to support and broaden the relationship
- The relationship is explicitly supported at Dean and executive level at Leeds and the partner institution
- The School allocates resources to develop the relationship, and supports the relationship at executive (FEG) level
- Will take time to build because partners should already be global top 40 institutions
- *Develop 2 relationships by 2011*

Tier 2 Relationships

–Activities in the partnership have impact in three or four areas of activity (L&T, Research, Talent, Esteem), or have potential to do so in the near future.

–The relationship does not need to be research led

–The relationship is explicitly supported at Dean and executive level at Leeds and the partner institution

–The School allocates resources to develop the relationship, and supports the relationship at executive (FEG) level

•*Develop 6 Relationships by 2011*

•*Achieve geographical balance*

•*Overall balanced impact across Research, L&T, Talent and Esteem*

Tier 3 Relationships

–Activities have impact in one or two of the areas of activity (L&T, Research, Talent, Esteem), but not multi-dimensional

–The relationship is more opportunistic and individual rather than faculty driven

–Typically limited in resources applied, but relationship is explicit and could be supported by the faculty, division or research centre.

–Some may have potential to broaden the partnership activity

•*Keep track of tier 3 relationships*

•*Bring at least 3 existing relationships to tier 2 by 2011*