

International Strategy Office

An introduction to Oxford

Loren Griffith, Director of International Strategy

28 January 2016



CONTENTS

- Oxford in a nutshell
- Finances and decision-making
- Educational model
- Colleges
- Divisions, departments and central administrative services
- Values and strategy
- International profile
- Recent developments
- Internationalisation of higher education

OXFORD IN A NUTSHELL

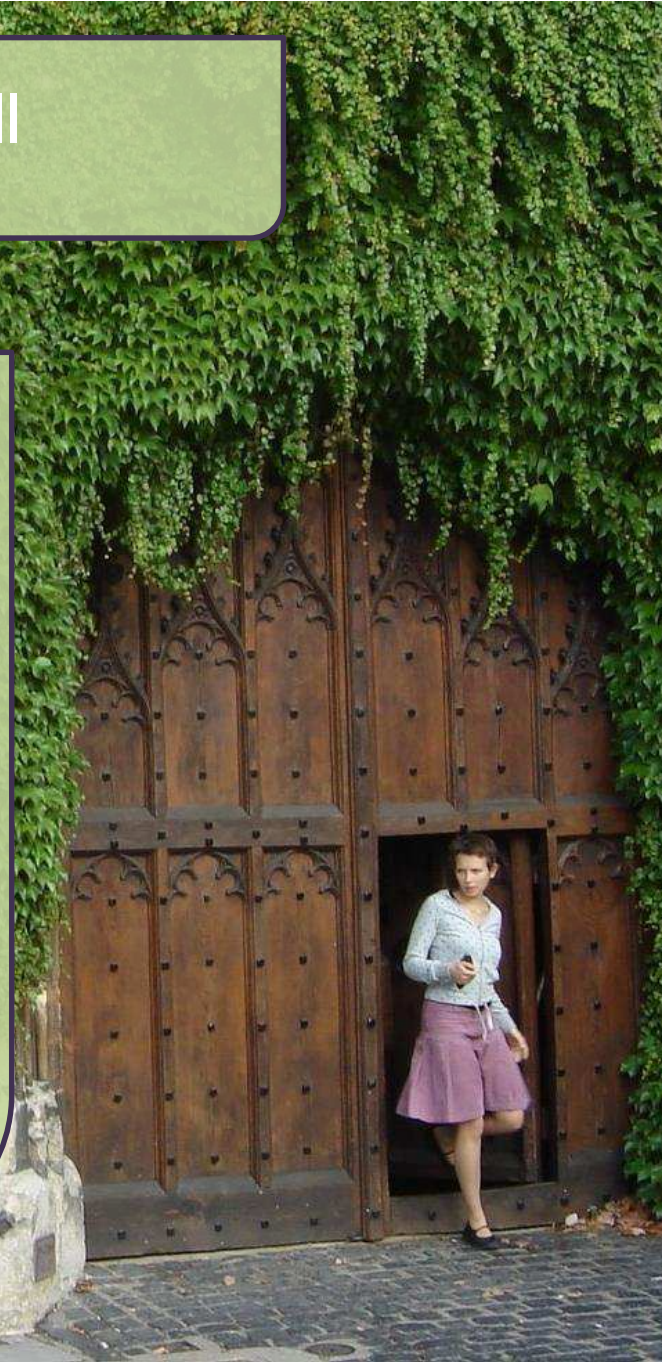
The Oxford you hear about

- The oldest university in the English-speaking world, based around Colleges
- Renowned for its strengths in the humanities, its libraries and museums
- A British university that has produced 26 British Prime Ministers



The Oxford you may know less well

- A dynamic, research-intensive university with many departments and centres
 - More world-leading academics than any other UK university
- One of the world's foremost STEM research universities
 - Ranked #1 globally in medicine and mathematics
- An international university that has produced over 30 overseas presidents and prime ministers



A matrix structure of divisions and colleges

Four academic divisions

38 colleges

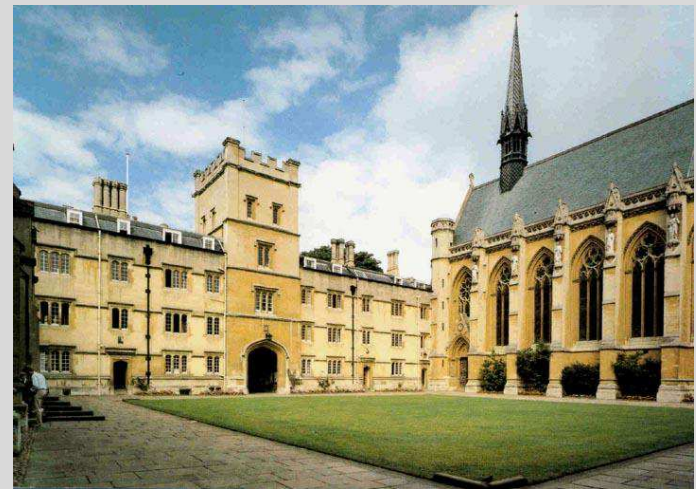
Humanities

Social Sciences

Math, Physical & Life Sciences

Medical Sciences

including over 60 departments



Smaller communities

Central University services and administration

Libraries

IT

Language
Centre

Planning &
Finance

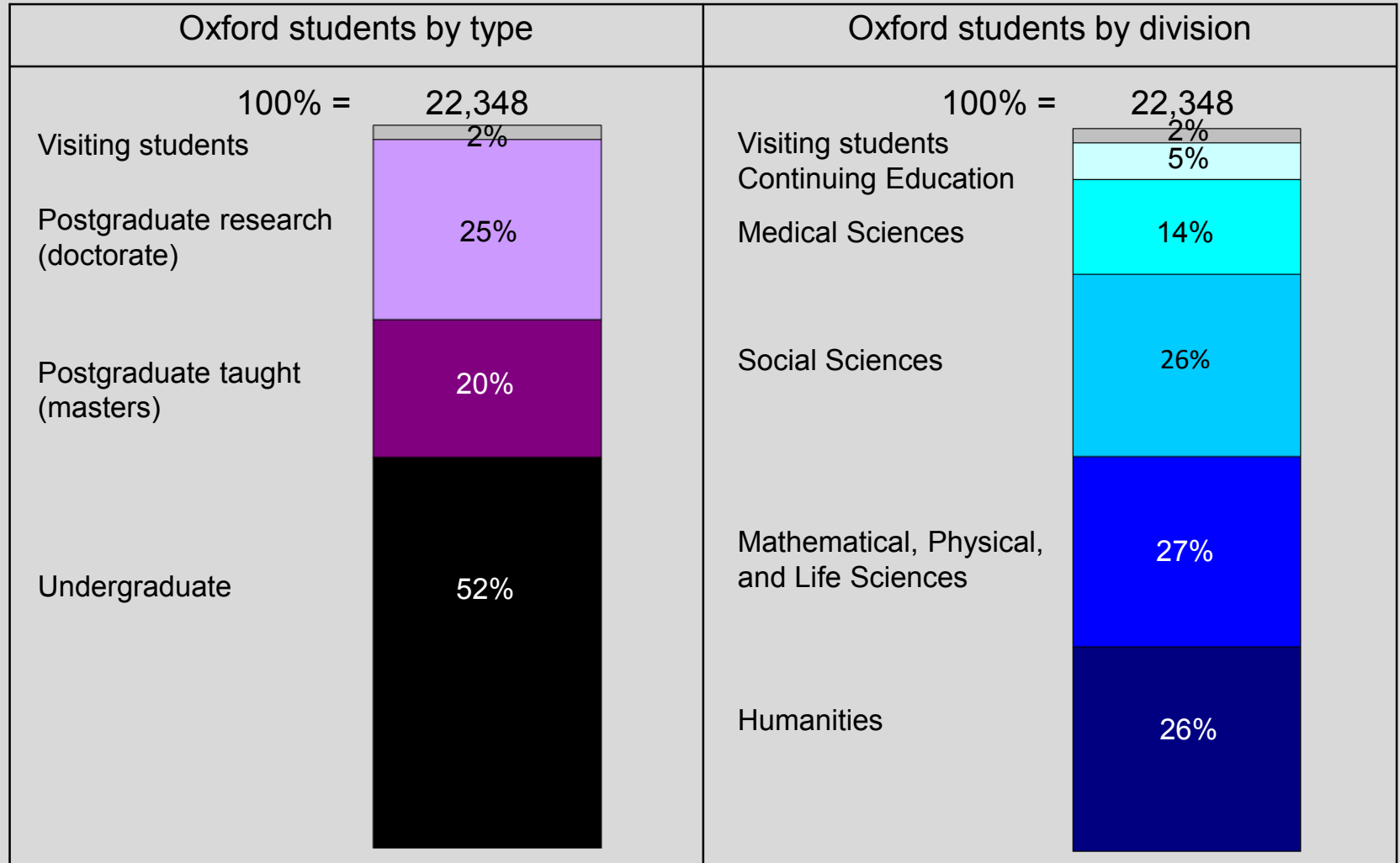
Careers

Fund-
raising

Student
admin

Oxford's size and shape in students

1 December 2014



FINANCES AND DECISION-MAKING

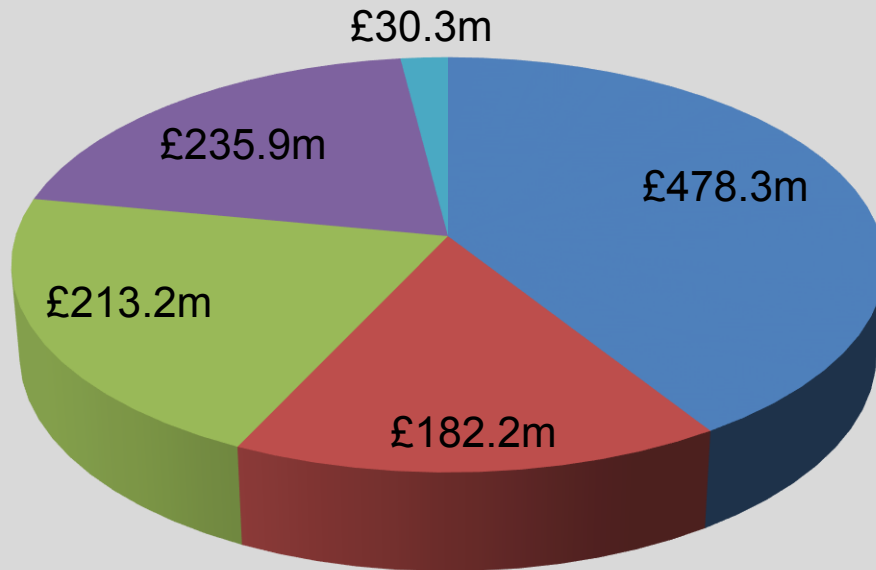
Global excellence comes at a price

- High-tech science
- Ancient buildings
- Small group teaching
- World-class staff



A significant university budget

Total Income 2013-14 - £1,174.4m

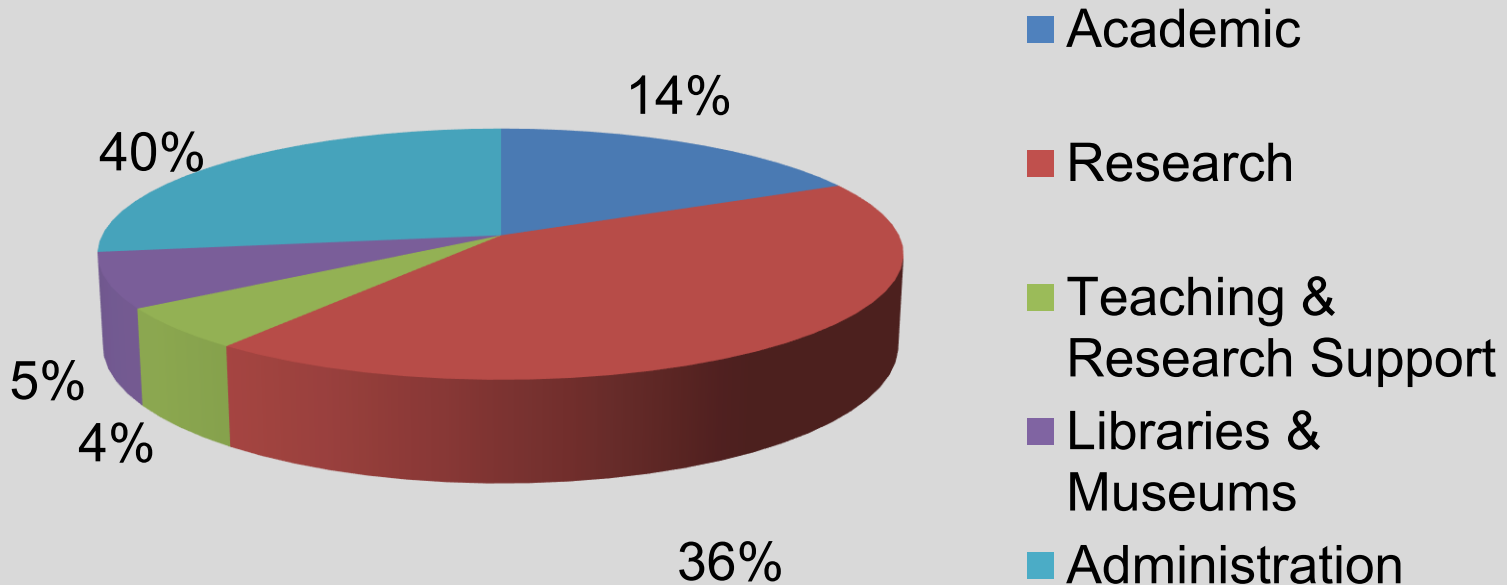


- External research funding (41%)
- UK Government grants (16%)
- OUP, commercialised research, donations (21%)
- Academic fees (20%)
- Investment income (2%)

A large academic and administrative staff

100% = 12,510 people

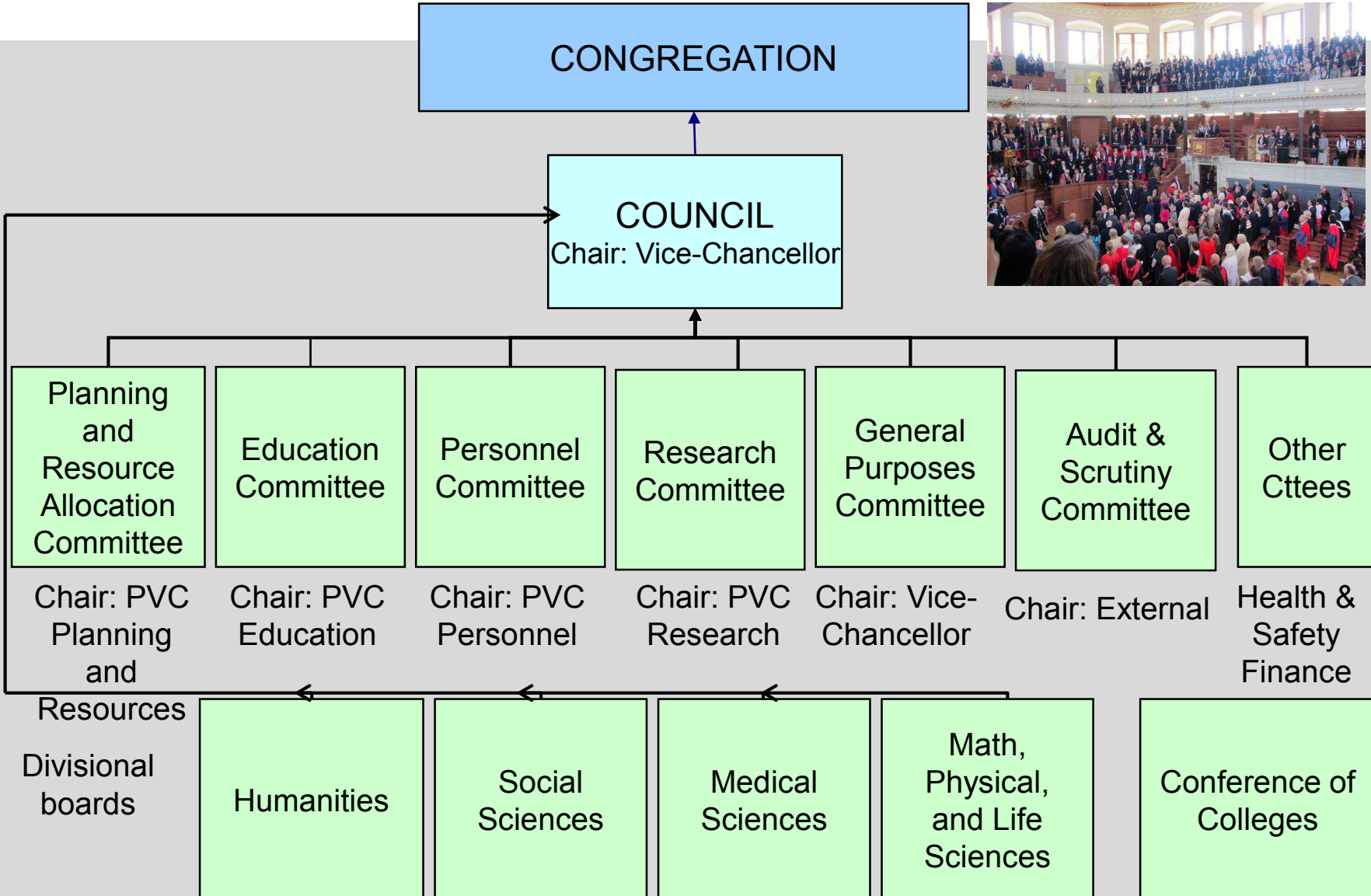
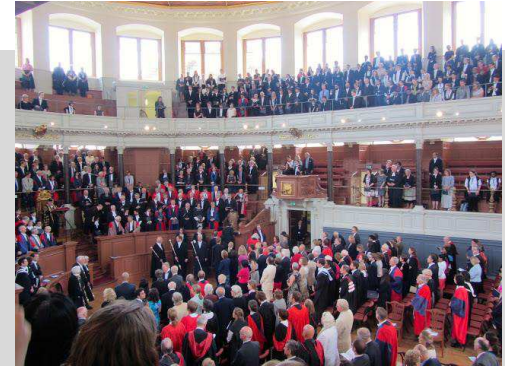
Headcount as at 31 July 2014



Source: Personnel Services

Note: Staff category is based on staff classification. Other Support includes Finance - Professional & Support, Computing - Professional & Support, Technical & Crafts & Ancillary staff groups.

Governance structures



Congregation

- Supreme governing body of the university
- 4,900 members of the academic, senior research, library, museum and administrative staff
- Congregation's approval is required for all major policy decisions
- Elects some of the members of the University's key committees and Council

Council and committees

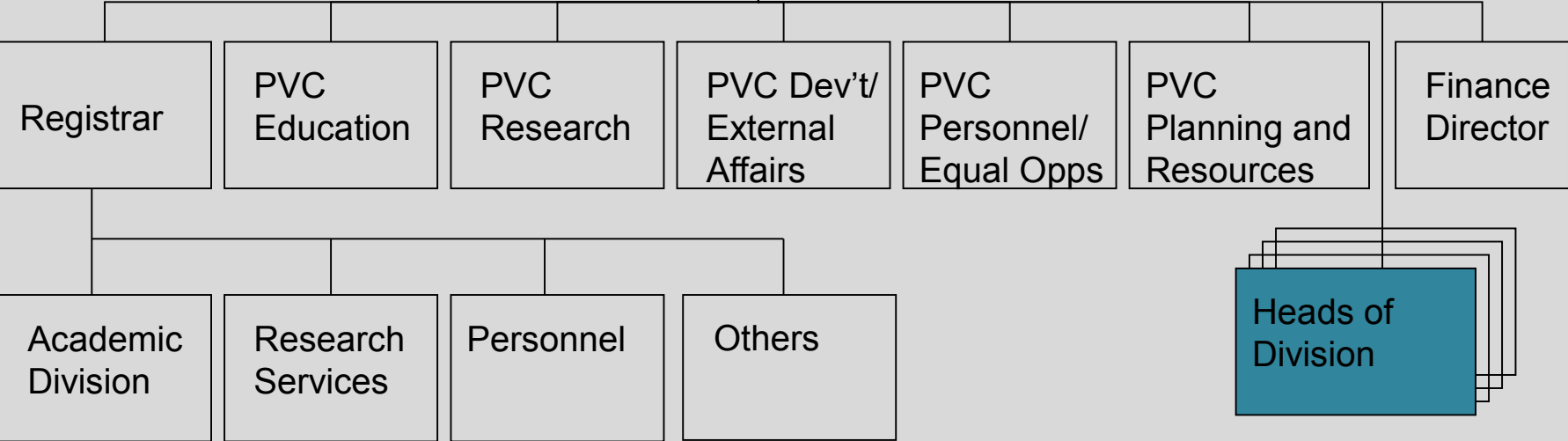
- Council:
 - University's chief executive body
 - 29 members, including
 - those elected by Congregation
 - representatives of the Colleges
 - four members from outside the University
 - 3 student member observers
- Major committees
 - Educational Policy and Standards
 - Planning and Resource Allocation
 - Personnel
 - General Purposes

Senior management



CHANCELLOR

VICE -
CHANCELLOR



- Academic Policy
- Planning and Resource Allocation
- Student Administration and Admissions

Heads of Division

Heads of College

EDUCATIONAL MODEL

A unique undergraduate education

3-4 year degree

- Arts/social sciences: 3 years
- Sciences: 3 years to BA, 4 years to Masters

Subject specialisation

- Real focus on your subject—220 courses in total
- However, some degrees combine subjects

Independent study

- Weekly assignments:
 - Essay in the arts and social sciences
 - Problem set in science

Small group teaching

- Mix of teaching forms: lectures, seminars, labs, fieldwork
- But at its heart, the tutorial

Assessment by exam

- Weekly feedback
- Exams at end of 1st year (except sciences)
- Degree class determined by Finals

Tutorials are the hallmark of an Oxford undergraduate education

Weekly meeting in groups of 1-3 with a tutor where you are expected to talk in depth about your ideas and opinions



Oxford's graduate courses: Master's

MSt, MSc, Mphil (1 or 2 years)

- Lectures, seminars, tutorials
- Dissertation, Core and Optional Modules
- Assessment by coursework, examinations and dissertations



Oxford's graduate courses are **short** and **high-quality**, offering **close working relationships** with world-leading academics and a focus on **critical thinking** and **self-discipline**.

www.graduate.ox.ac.uk/courses

Oxford's graduate courses: Doctorate

DPhil (3-4 years; called PhD elsewhere)

- Close supervision by a leading academic on a substantial and original project
- Additional lectures, seminars and research training
- Assessed by a thesis and an oral examination

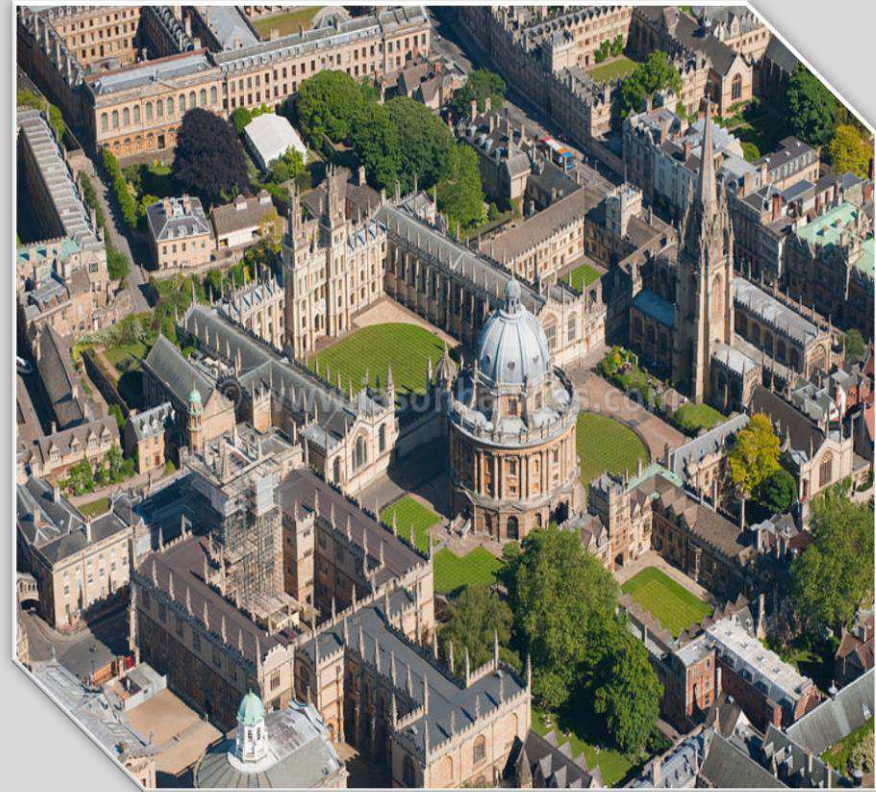


[www.graduate.ox.ac.uk/
courses](http://www.graduate.ox.ac.uk/courses)

COLLEGES

Colleges: small communities within a large university

- Real communities: academic, residential, social
- 30 undergraduate colleges
- Most cover all subjects
- Diverse in size
 - 30-60 academics
 - 300-750 students
- Diverse in architecture



The role of colleges

- Select and admit undergraduate students
- Primary responsibility for *tutorial* teaching of undergraduates
- Monitoring all students' academic progress



Role of colleges: pastoral and social

- Provide
 - accommodation
 - meals
 - common rooms
 - libraries
 - sports and social facilities
 - pastoral care for their students



DIVISIONS, DEPARTMENTS AND CENTRAL ADMINISTRATIVE SERVICES

Divisional structure: Mathematical, Physical & Life Sciences example

DEPARTMENTS

- Chemistry
- Computer Science
- Earth Sciences
- Engineering Science
- E-research centre
- Materials
- Mathematical Institute
- Physics
- Plant Sciences
- Statistics
- Zoology



Units within Physics

- Astrophysics
- Atmospheric, Oceanic and Planetary Physics
- Atomic & Laser Physics
- Condensed Matter Physics
- Particle Physics
- Theoretical Physics

Role of divisions

Education

- Oversight of examinations
- Approval of new courses
- Quality assurance

Planning and Finance

- Strategic planning, especially buildings
- Approval annually of departmental budgets and operating statements
- Permission to recruit new academic staff
- Managing relationship with, and funding from, Research Councils
 - e.g. Engineering & Physical Sciences Research Council (EPSRC)

Role of faculties and departments

- Admit graduate students
- Determine course curricula
- Organise and deliver lectures, seminars and practicals
- Set and mark examinations
- Departmental lending libraries



Central University services and administration

- Academic and Student Services, e.g.
 - Bodleian Library, museums, careers service, student health and welfare, Language Centre
- Planning – estate, student numbers, finance
- Co-ordination of admission of students
- Finance and resource allocation
- Administrative services e.g. payroll, legal
- IT systems
- Public Affairs - relations with government, media, alumni
- Fund-raising

VALUES AND STRATEGY

Values

1) Academic freedom

- the freedom to conduct research, to teach, speak and publish, subject to the norms and standards of scholarly inquiry,
- without interference or penalty
- wherever the search for truth and understanding may lead.

2) Subsidiarity

- decisions should be taken at the lowest level appropriate to the matter in hand

Values

3) Disciplinary diversity

4) Parity of esteem

- between teaching and research
- between disciplines

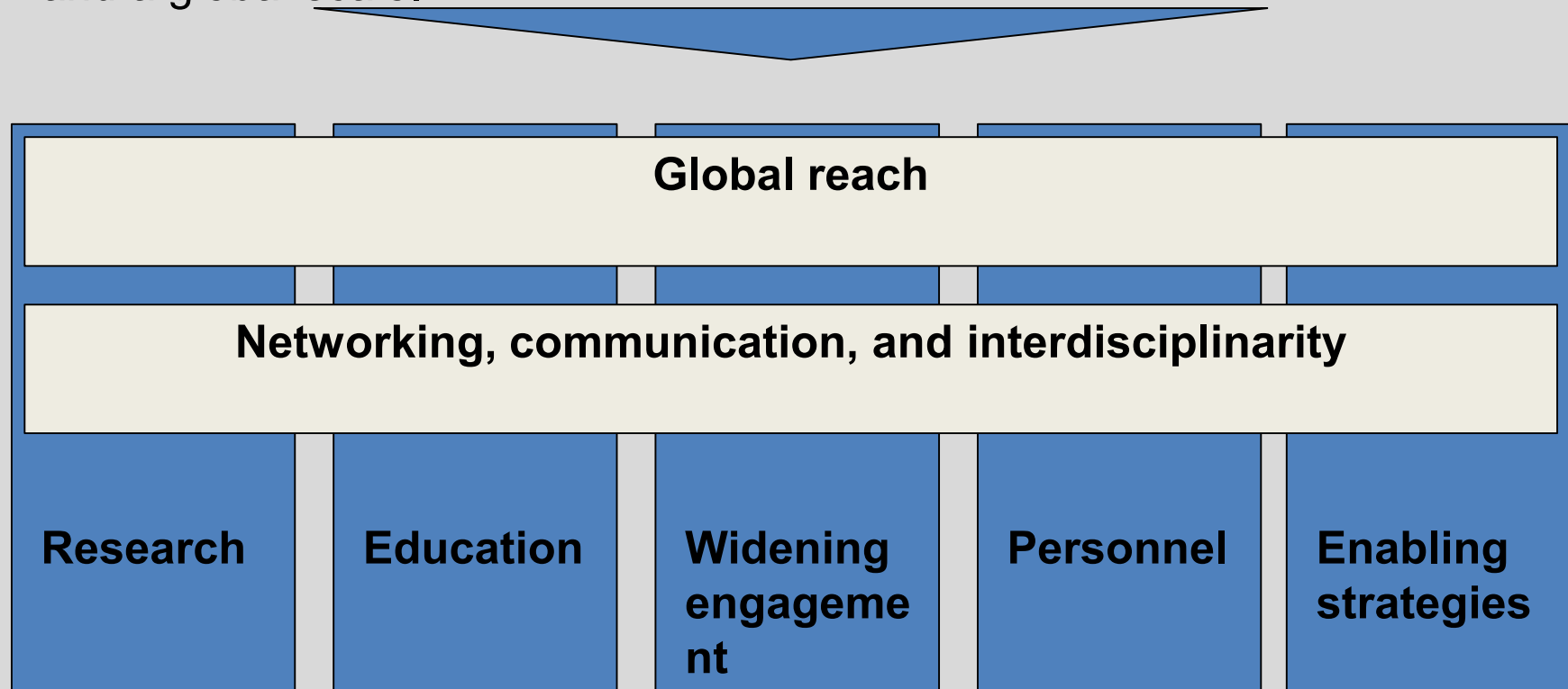
5) Collegiality

- within and between colleges
- between colleges and the University
- between colleagues

Strategic plan for 2013-2018



Vision: The University of Oxford aims to lead the world in research and education. We seek to do this in ways which benefit society on a national and a global scale.



INTERNATIONAL PROFILE

Globalisation of Higher Education: a hot topic with several faces



1. Recruiting international students and staff

- A. Students (Undergraduates/Postgraduates)
- B. Academic staff

2. Equipping people for a globalising world

- A. Undertaking an “international” curriculum and research agenda
- B. Creating international experiences for students
- C. Accessing international research funding

3. Expanding links with universities abroad

- A. Multilateral university alliances
- B. Bilateral agreements in education or research
- C. Individual research collaborations
- D. Capacity building initiatives

4. Building an international presence

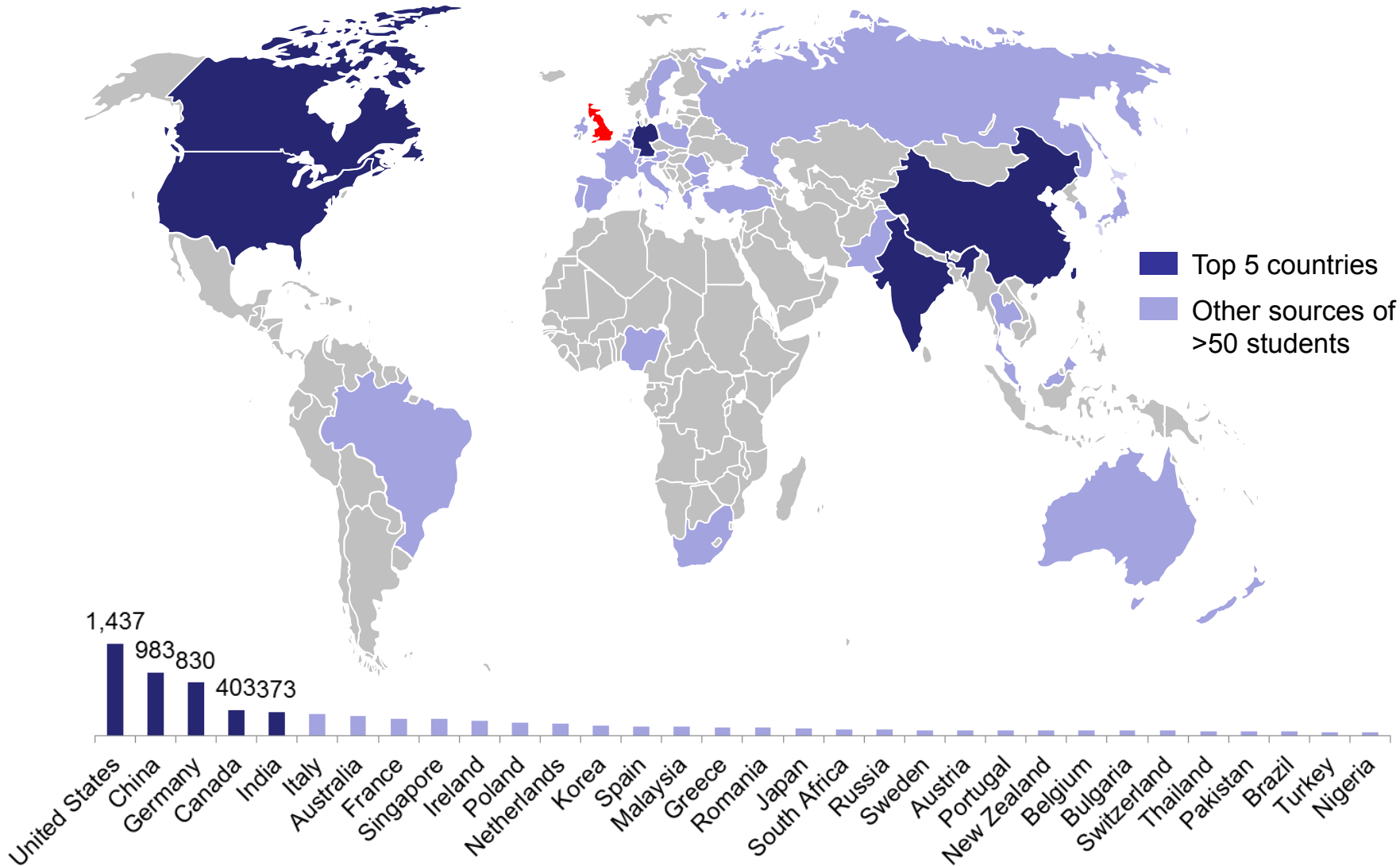
- A. Satellite campuses, for own students or as a growth strategy
- B. Research centres
- C. Overseas offices

5. Educating students remotely

- A. Transnational Education (TNE)
- B. MOOCs

1A: Oxford has strong student communities from all over the world

Largest non-UK source countries of undergraduate and postgraduate students by nationality, 2014-15

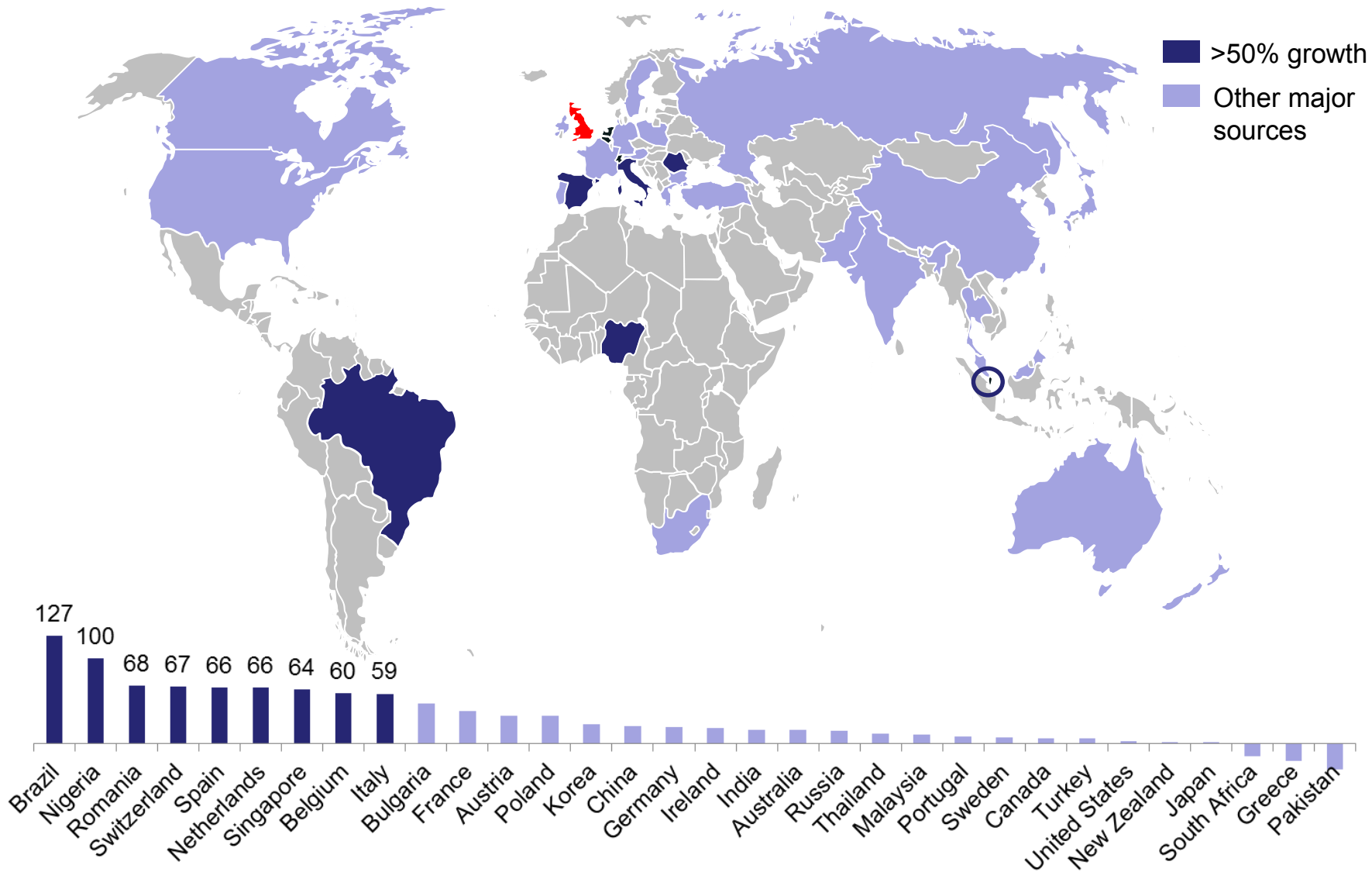


China figure includes Hong Kong, Macao, and Taiwan

Source: Oxford student statistics

1A: Last five years have seen growth from Brazil, Nigeria and elsewhere

Percent increase in Oxford UG and PG students from major non-UK source countries, 2009/10-14/15



China figure includes Hong Kong, Macao, and Taiwan

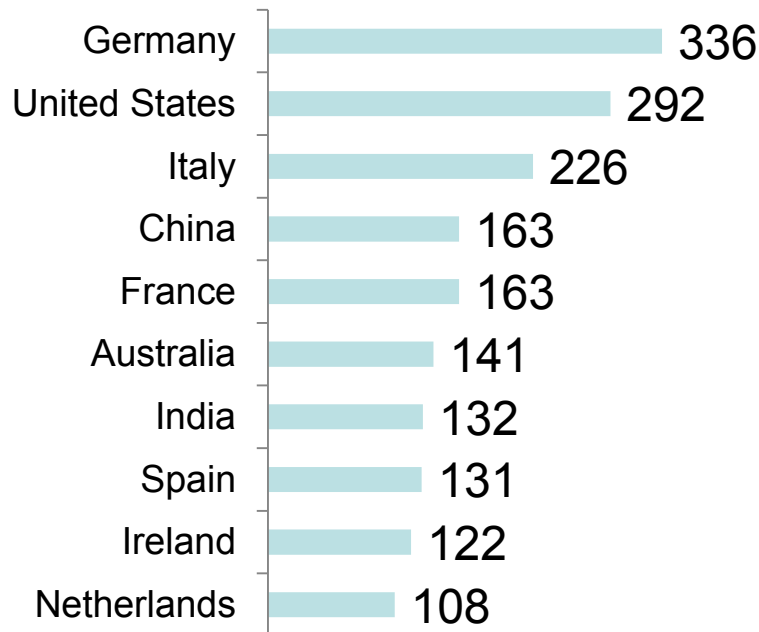
Source: Oxford student statistics

1B: International staff and alumni numbers have grown substantially

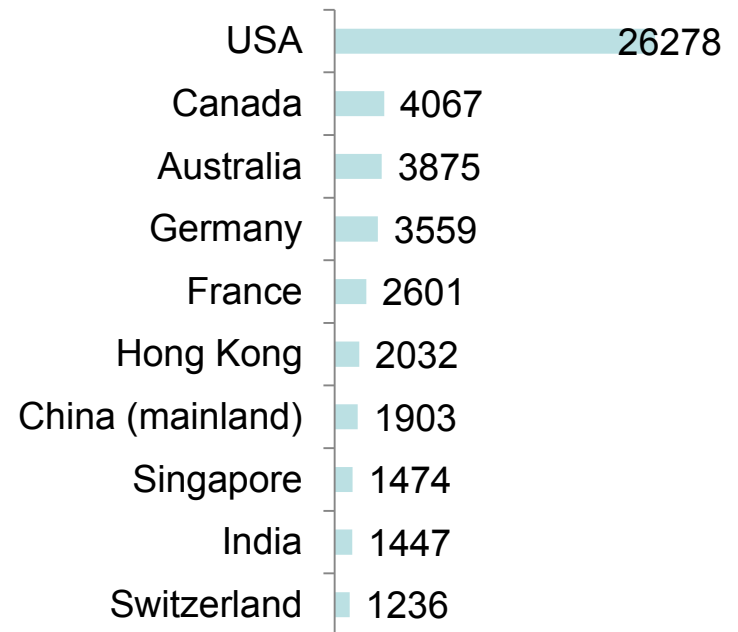
International academic staff:
48% of total

International alumni:
more than 68,000

Top sources of academic staff, by nationality



Top locations of international alumni



2A: Research focused on international subjects



- **Strength in Area Studies**

- African Studies Centre
- China Centre
- Latin American Centre
- Middle East Studies
- Nissan Institute of Japanese Studies
- Russian and East European Studies
- South Asian Studies



- **Work on issues of international concern**

- Population Ageing
- Climate Change
- Human Rights for Future Generations
- Migration

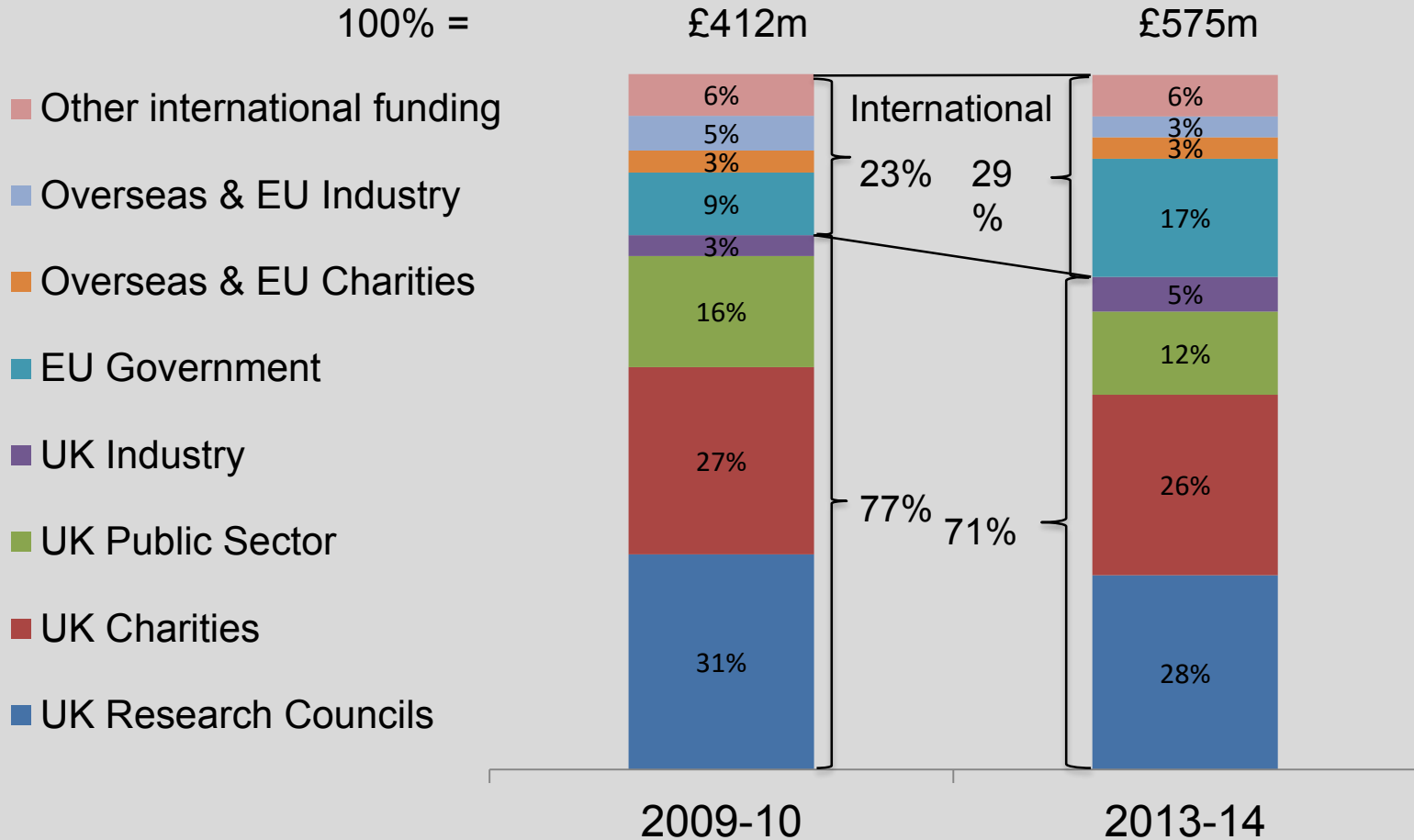


- **Global Health**

- Malaria, HIV and other infectious diseases
- Cancer, diabetes and other non-infectious diseases
- Public health and patterns of disease
- Health and society

2C: Research Funding – Oxford’s proportion from overseas has increased

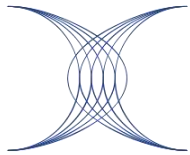
External Research Income



3A: The International Alliance of Research Universities is a focus for Oxford

- Major focus
- ◐ Some activity
- Little/no activity

Student/ faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
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INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

“IARU is a network of ten international research-intensive universities from eight countries across the globe...Shared values and a commitment to educating future world leaders in all fields underpin the Alliance. IARU also works to provide opportunities for international learning, teaching and research.”

> **Global Summer Program** – residential multi-week summer courses at IARU member universities
 > **Sustainability Fellowships** – exchange of student interns in environmental management.
 > **Internships** – international work experience over summer at member universities (small number)

> **Conferences on challenges facing humanity** – Climate Change/ Sustainability conferences in 2009 and 2014
 > **Ageing, Longevity and Health** – joint research initiative and network

(Global Transformation Strategies initiative relevant but not directly focused)

> **Institutional joint working groups** for alumni, tech transfer, research administrators, international student support, staff development, gender, and more

3B: Oxford bilateral partnerships to encourage mobility and joint research

FAPESP



OXPO



SciencesPo.

Université Libre de
Bruxelles

ULB

UNIVERSITÉ
LIBRE
DE BRUXELLES

Princeton



PRINCETON
UNIVERSITY

Oxford-Brain@McGill-ZNZ Partnership in the
Neurosciences

ZENTRUM FÜR NEUROWISSENSCHAFTEN ZÜRICH ZNZ
NEUROSCIENCE CENTER ZÜRICH



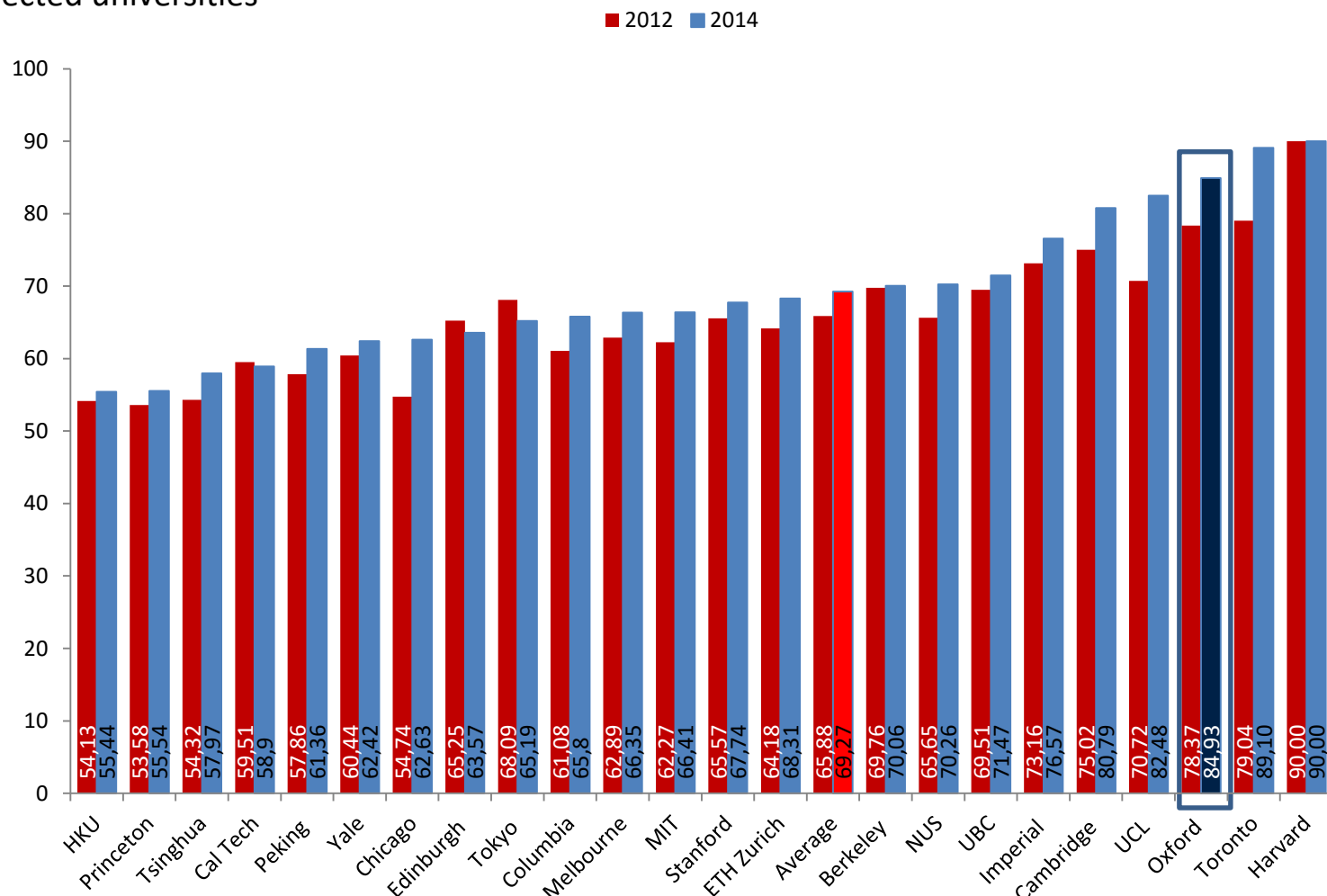
BRAIN@McGILL

Governments are also specifically supporting research partnerships with foreign partners, especially in the developing world, e.g.,

- Newton Fund
- US-UK Global Innovation Initiative

3C: International research collaboration mostly happens at the level of individual academics

Index of number of publications undertaken in collaboration with foreign universities, for selected universities



•Source: URAP (<http://www.urapcenter.org>). Measure is based on the total number of publications made in collaboration with foreign universities. Obtained from Thomson Reuters' InCites research analytics service, which provides an interface to the Web of Science database.

3D: Oxford's major capacity-building initiative is in Burma

- General
 - Supporting the development of the higher education sector and of HE policy
 - Providing scholarships
- University of Yangon initiatives
 - Developing Strategic Plan
 - Training senior staff
 - Sending students to teach English
- Research and teaching capacity building in
 - Earth Sciences
 - Zoology
 - Law
 - Politics
 - History/Gender Studies






Pro-Vice-Chancellor Professor Nick Rawlins shares a joke with Professor Tin Tun, former Rector of the University of Yangon. Yangon, November 2013



Daw Aung San Suu Kyi discusses the future of Burmese education with Oxford Vice-Chancellor Professor Andrew Hamilton and other University staff. London, October 2013

4B: Overseas research centres are a fast-growing component of internationalisation

University	Location(s)	Local partner	Area of research	Date of establishment; scale
	<ul style="list-style-type: none"> • Bangkok • Hanoi and Ho Chi Minh City • Nairobi and Kilifi • 3 others 	<ul style="list-style-type: none"> • Mahidol University in Bangkok • Some others standalone 	<ul style="list-style-type: none"> • Tropical Medicine 	<ul style="list-style-type: none"> • 1979; 1500 staff
<p>University of Hong Kong</p> 	<ul style="list-style-type: none"> • Shanghai • Shenzhen 	<ul style="list-style-type: none"> • Zhejiang University • None 	<ul style="list-style-type: none"> • Industrial engineering • Wide-ranging 	<ul style="list-style-type: none"> • 2014; 330K m² building • 2011; small office
<p>ETH Zurich</p> 	<ul style="list-style-type: none"> • Singapore 	<ul style="list-style-type: none"> • National Research Foundation 	<ul style="list-style-type: none"> • Environmental sustainability, with a focus on climate change in tropical cities 	<ul style="list-style-type: none"> • 2010; 23 PIs involved

4C: International support offices can drive engagement with local research partners, alumni, philanthropists, and visiting students/staff



Harvard Center in Shanghai assists with

- 1) Research and teaching activities in China
- 2) Students on study and internship programs
- 3) Admissions interviews
- 4) Collaboration with Chinese universities and other organizations.
- 5) Connections to a growing alumni



Oxford China office, Hong Kong

Similar to Harvard office, though with a particular focus on development and alumni relations activities

Other Oxford offices in China:

- Medical research (Beijing)
- Oxford University Press (Shanghai)

And one other thing: Oxford University Press

52

Number of countries in which OUP has an office

62

Number of languages in which OUP publishes

4,860

Number of OUP employees abroad

270,000

Teachers attending OUP training workshops annually

505,522

Individuals and institutions taking OUP online English placement tests

- **OUP is larger than all other academic presses combined**
- Other parts of the University work effectively with OUP on discrete initiatives (developing joint English for Academic Purposes content with ContEd, promoting Oxford India Lecture with Wellington Square)
- However, there is no joint strategy with OUP or systematic use of OUP assets internationally

RECENT DEVELOPMENTS

Some important developments at Oxford in the last 3 years

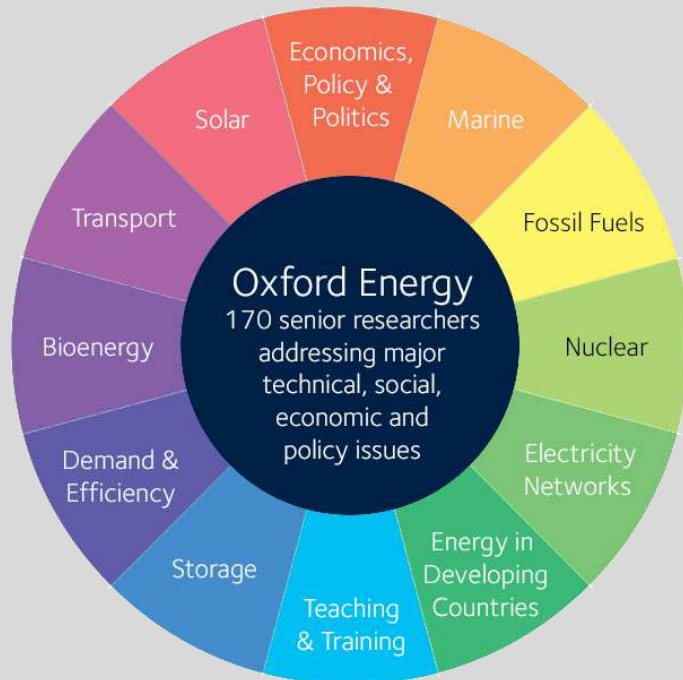
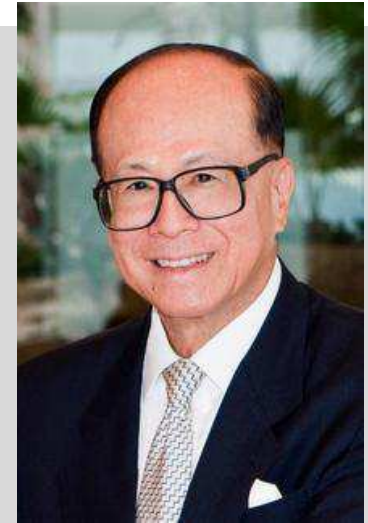


1. New recognition for our world-leading research
2. Increasing internationalism
3. New interdisciplinary research clusters
4. Important new buildings
5. New public policy school
6. Major increase in postgraduate scholarships
7. Expanded support for less-privileged undergraduates
8. Greater focus on impact and knowledge exchange
9. New strategic plan

3) New interdisciplinary research clusters



The Big Data Institute at the Li Ka Shing Centre for Health Information and Discovery



4) New buildings: Mathematics, China Centre, Middle East Centre, Weston Library



5) New public policy school



BLAVATNIK
SCHOOL *of* GOVERNMENT

- First major school of government in Europe (students arrived in 2012)
- Launched with a gift of £75 million from American philanthropist Leonard Blavatnik



Professor Ngaire Woods, first Dean of the Blavatnik School of Government



What is special about BSG

- Multi-disciplinary curriculum
- Truly global: 120 students from 55 countries in 2015-16
- Career-enhancing skills and experiences

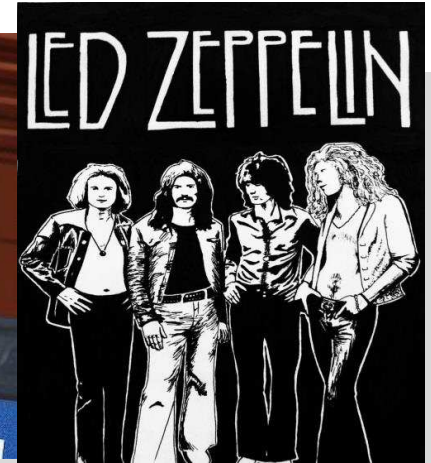
6) Major increase in postgraduate scholarships




Oxford Graduate Matched Funding Scheme: £18m from Oxford has thus far leveraged £26m from donors



McCall Macbain Foundation gift to the Rhodes Trust: £75m gift—the largest for Rhodes Scholarships since its founding



Ertegun Graduate Scholarship Programme in the Humanities: £26m gift—the largest ever donation to Oxford Humanities



Oxford now offers > 1000 postgraduate scholarships

7) Expanded support for underprivileged underrepresented students



Fee Reduction and Bursary scheme:
Worth £20,000 to each low-income
student over three years



Moritz-Heyman Scholarships:
£75m commitment covers living costs and
volunteering and internship opportunities
for 200 students

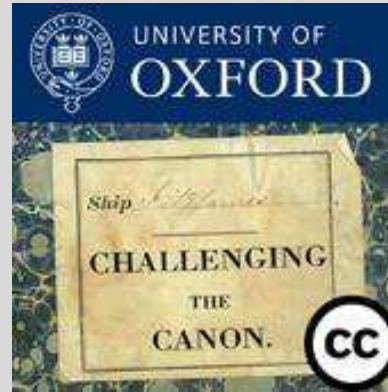


The UK's most generous package of support for less privileged UK/EU students

8) Greater focus on impact and knowledge exchange



Technology transfer:
Oxford spinout Natural
Motion sold for \$527m



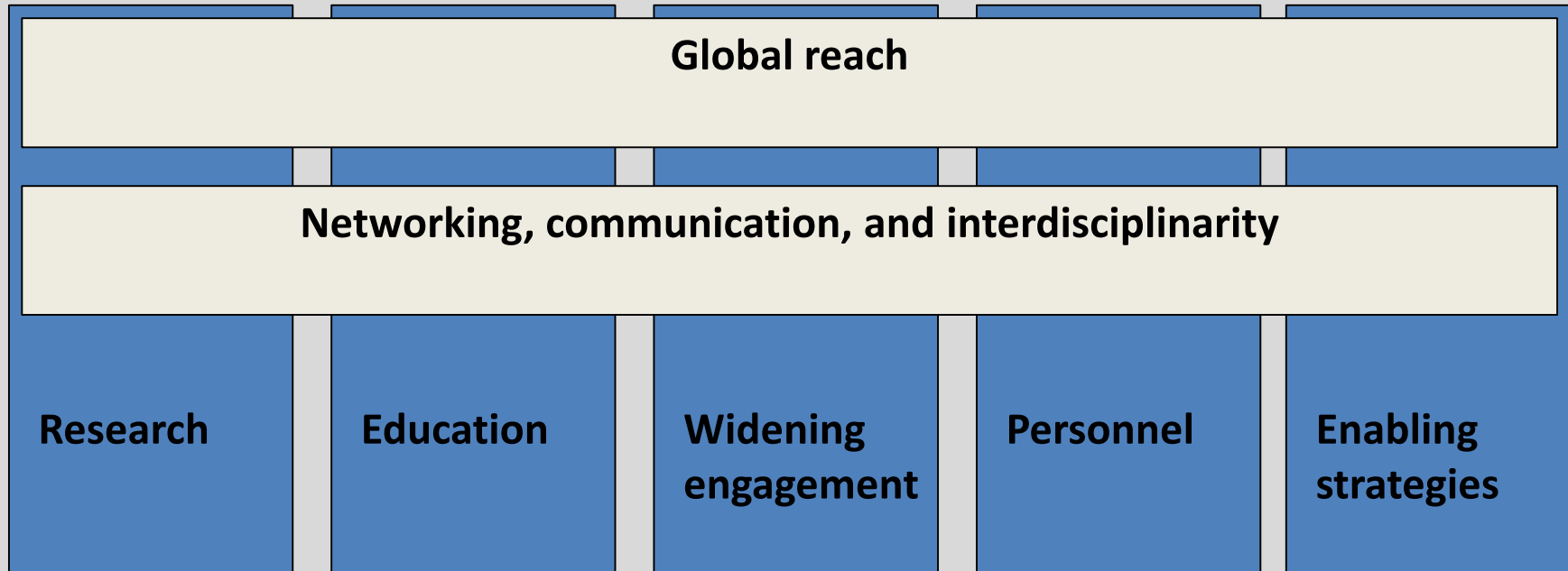
Digital content:
23m downloads
of 5,500 hours
of podcasts



Local
partnerships:
Thames
Valley
Country
Houses

9) A new strategic plan for 2013-2018

Vision: The University of Oxford aims to lead the world in research and education. We seek to do this in ways which benefit society on a national and a global scale.



INTERNATIONALISATION OF HIGHER EDUCATION

- **Research** excellence demands it
 - E.g., UK's Research Excellence Framework
- **Students and employers** demand it
- Increased **access** to Higher Education and cultural **convergence** enable it
 - Number of Chinese university students tripled from 2001 to 2010
 - Spread of English both reflects and reinforces mobility
- **Governments** (and college **rankings**) are creating incentives
 - E.g., through dedicated pots of research funding such UKIERI and Newton Fund
- **Technology** creates new and cheaper ways to achieve it

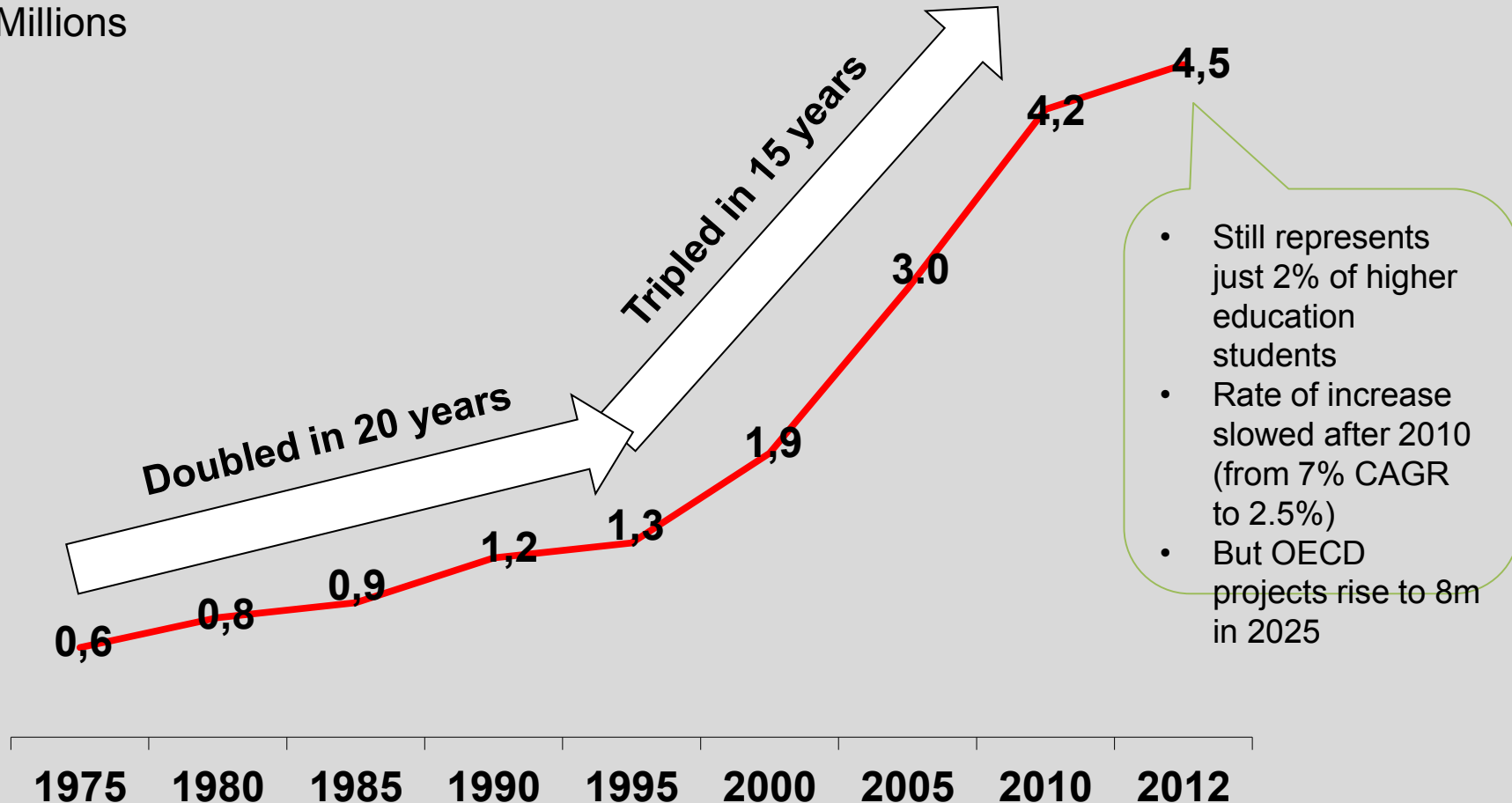


Universities are becoming increasingly interconnected with people and institutions across the world

1A: growth in Global Student Mobility

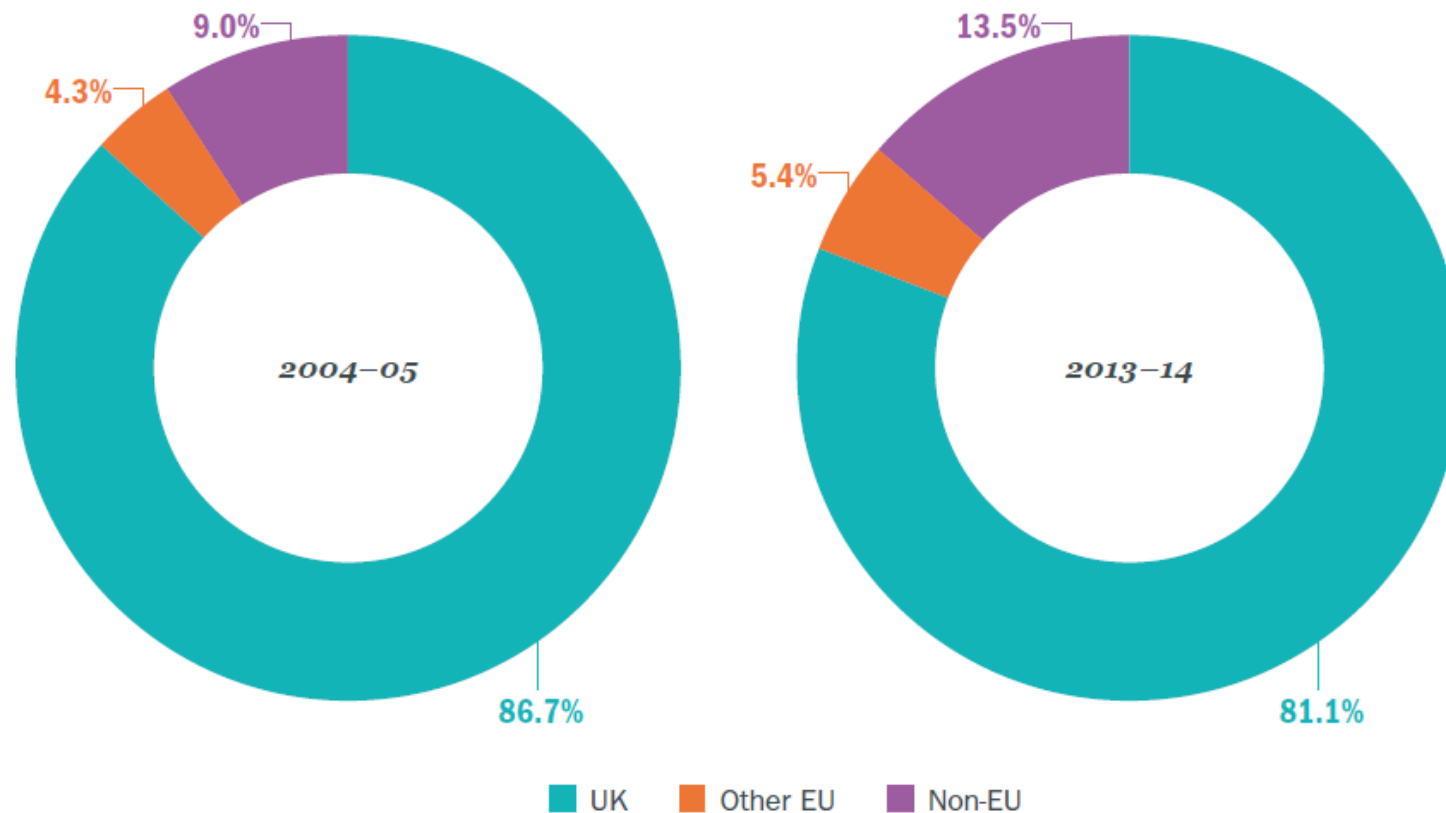
Students enrolled outside their home country, globally

Millions



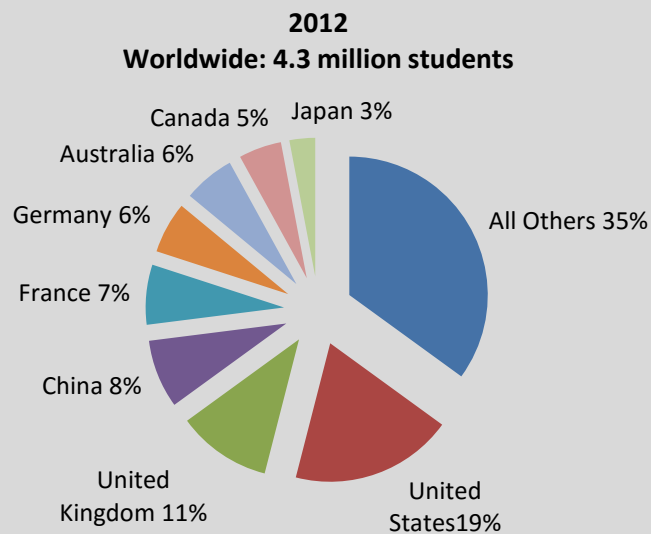
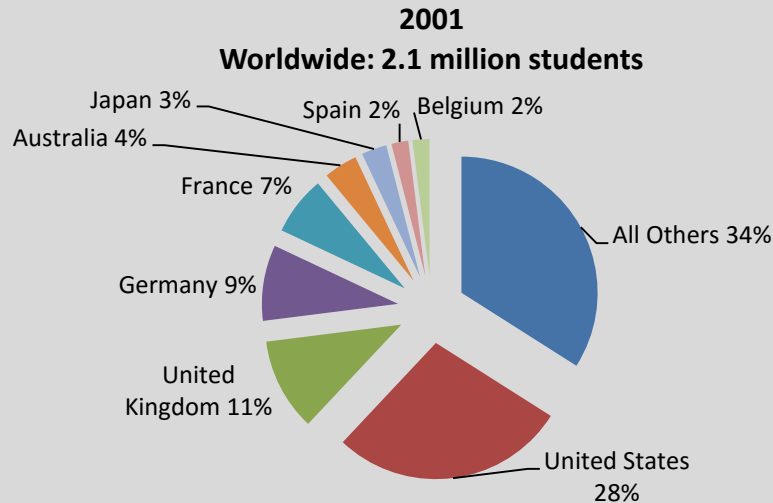
1A: UK has been riding the wave of student mobility

Students by domicile, 2004-05 and 2013-14



Source: HESA Student record

1A: Changing patterns of student mobility

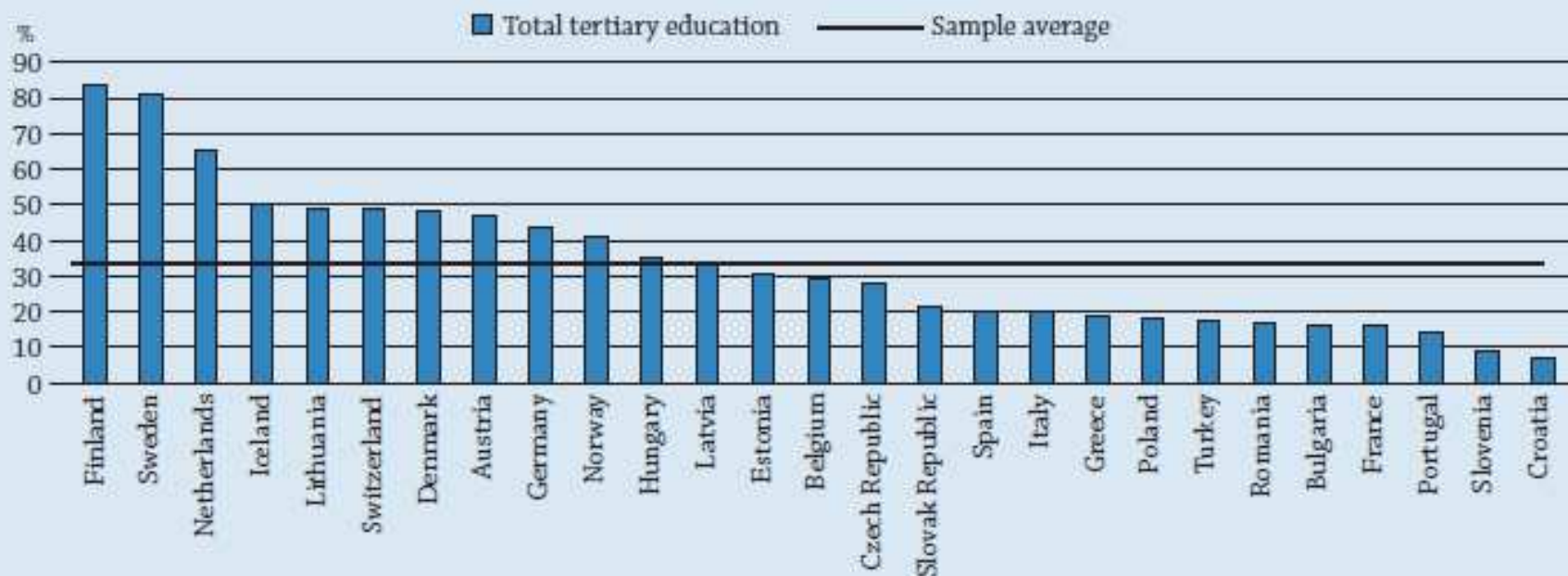


Asia as an emerging US and UK competitor

- Rise of China
- Many students stay close to home: 81% in foreign students in Japan and 75% in Korea come from other East Asian countries.
- As universities in developing Asia improve, will students go there instead of the UK or US? E.g. integration in ASEAN


1A: Proliferation of English Taught Programmes

Chart C4.a. Percentage of tertiary education institutions offering ETPs at ISCED level 5 or 6, academic year 2013/2014



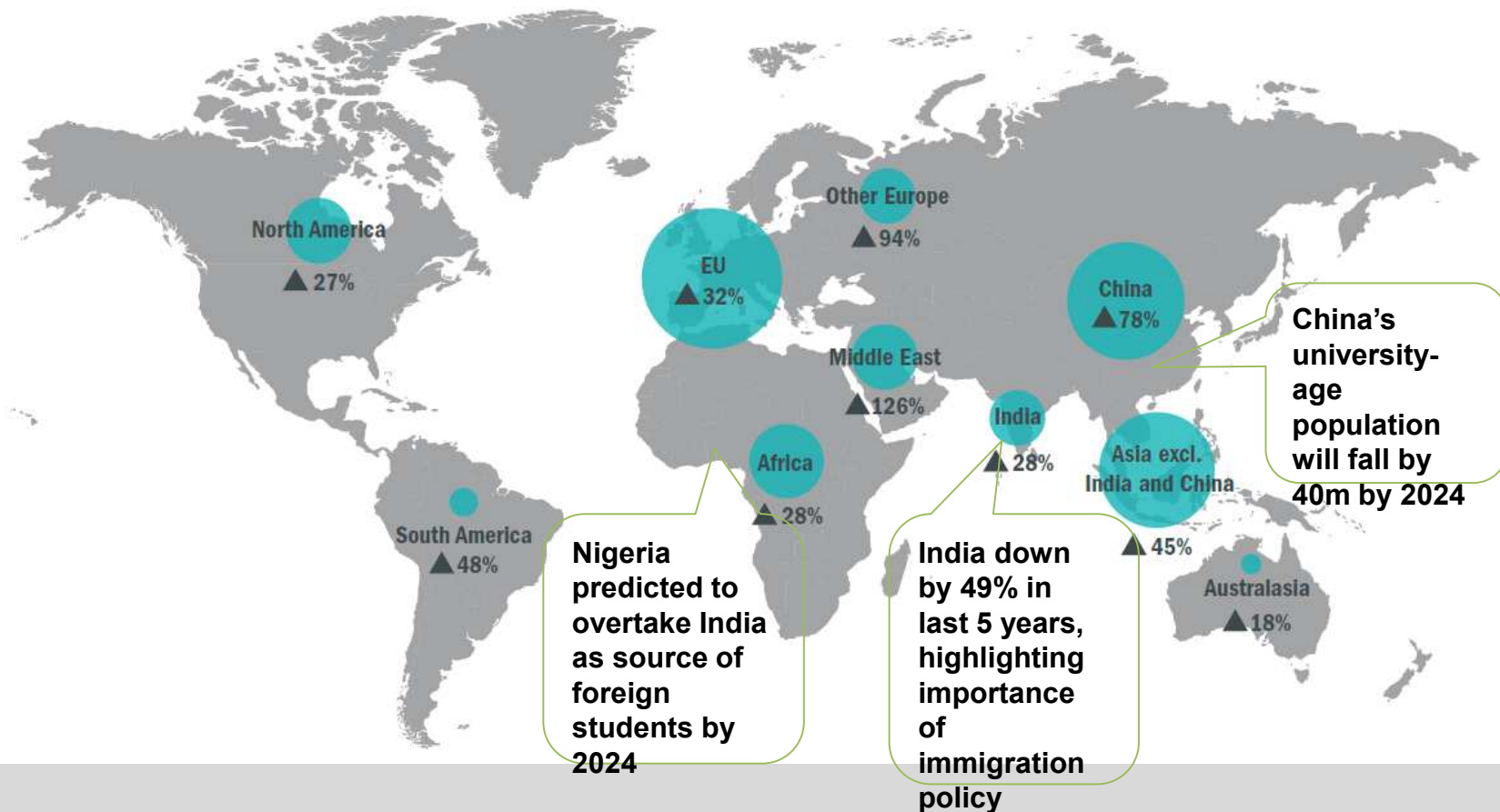
Countries are ranked in descending order of the percentage of tertiary education institutions offering ETPs at ISCED level 5 or 6.

Source: Wächter and Maiworm (2014), Table 1.4, www.eca-secretariat.be/index.php?id=792.

StatLink  <http://dx.doi.org/10.1787/888933284288>

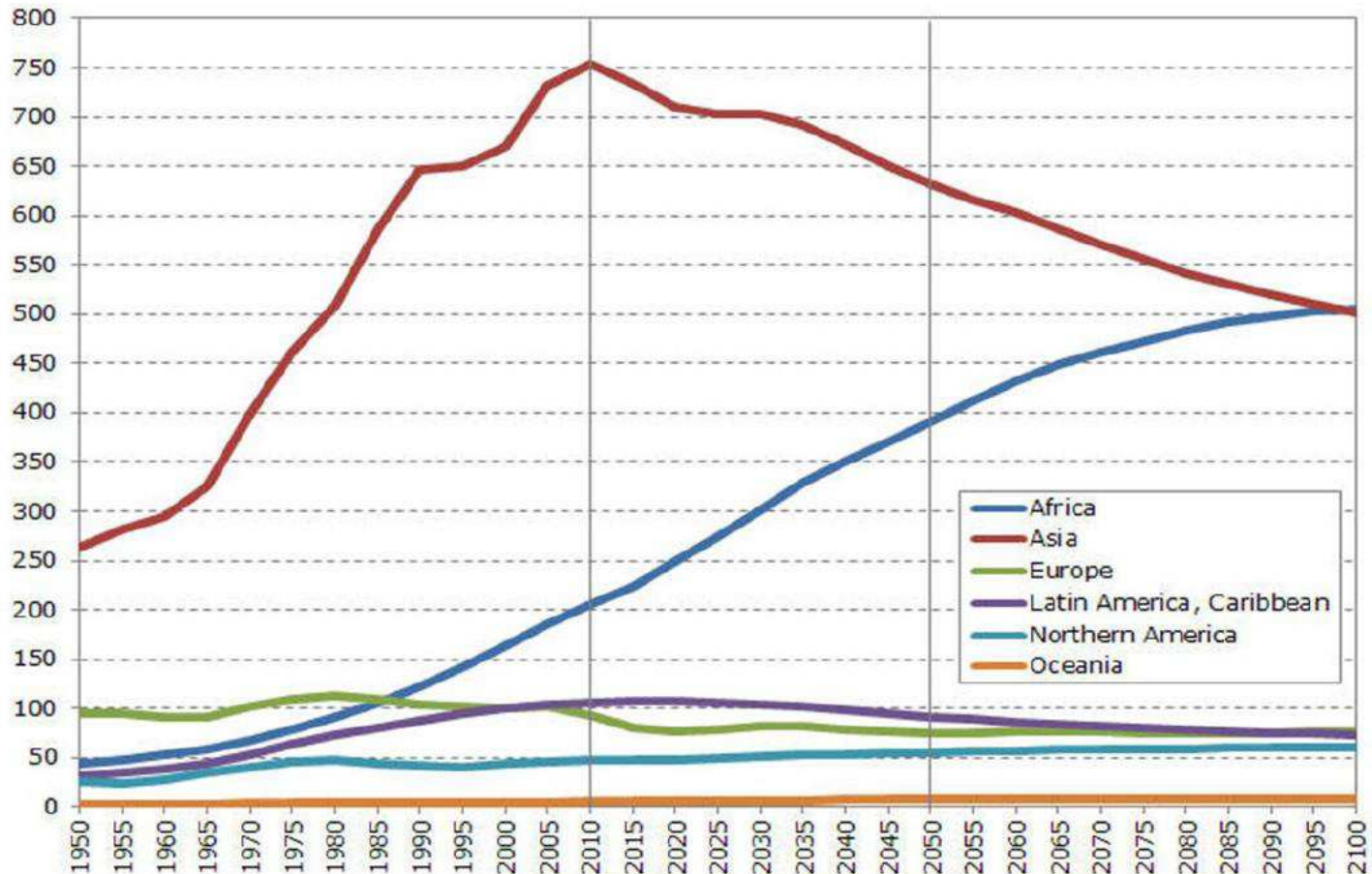
1A: Today's big markets may not be tomorrow's...

Change in non-UK students by region of origin, 2004-05 and 2013-14



1A: ...and demographics are a key driver

Population age 15-24 by major regions (millions)



Source: United Nations Population Division 2012

1B: Staff mobility is especially critical for ambitious universities in smaller and less “mature” markets

There is a long tradition of staff mobility across English-speaking countries and the West generally...

- Development of penicillin at Oxford in the 1940s

...and now China and others are actively recruiting back...

- China's 1000 Talents programme provides rich funding for ethnic Chinese academic and has exceeded target (attracting more than 3,000 in 5 years)
- Russia's 5/100 initiative aims to increase proportion of international staff to 10% by 2020

...but obstacles remain

- Wage and research capacity gaps
- Numbers remain small and most returnees on temporary contracts



Quan Yingyi,
Dean of
School of
Economics &
Management
(UC
Berkeley)



Shi
Yigong,
Vice-
President
of the
Institute of
Medicine
(Princeton)






Rao Yi, Dean,
Peking
University
School of Life
Sciences
(Northwestern)

2B: International experiences are increasingly seen as core by students, employers, and governments

- **Global citizenship:**
 - Language skills, inter-cultural competencies, flexibility and area-specific knowledge.
 - 61% of Erasmus students indicate that they use the knowledge they had acquired abroad ‘to a high extent’ even 5 years later
 - **Marketable skills:**
 - Unemployment rate for Erasmus alumni 23% lower five years after graduation
 - 64% of employers state that international experience is an ‘important’ factor in recruiting new employees
 - **Germany** aiming for half of all students to experience study abroad by 2020 (up from a third today)
 - **USA’s** Institute of International Education aiming to double the number of US students studying abroad to 20% by 2019
 - **Oxford** has built a set of 500+ internships for its students around the world
 - Some universities creating foreign centres/campuses largely to develop international experiences for their students, e.g. **University of New England’s** campus in Tangier, Morocco
- 







3A: The ASEAN University Network is another alliance model, focused on capacity-building

-  Major focus
-  Some activity
-  Little/no activity

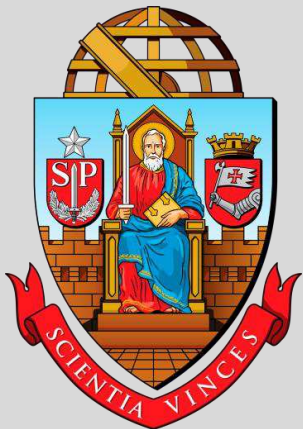


**ASEAN
University
Network**

“AUN includes 30 universities from ten south-east Asian countries, and was established in 1995 as a network to share knowledge and arrange staff/student exchanges. The network has grown to include complex collaborative projects...”

Student/ faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
 <ul style="list-style-type: none"> > AUN student exchange programme: provides 262 scholarships for semester /year/full degrees > AUN/SEED – Net: staff exchange in engineering > AUN-Sun/SixERS - student study-visits to six Japanese universities 	 <ul style="list-style-type: none"> > ASEAN Educational Forum & Young Speakers Contest > ASEAN Youth Cultural Forum > ASEAN Students Leaders’ Forum > AUN Internship Programme > Summer Schools designed to build cultural understanding 	 <ul style="list-style-type: none"> > Sustainable Energy and Environmental Forum (SEE Forum) – seeks cooperation between academics, scientists and technology > Rectors’ Meetings, sometimes including counterparts in China, Japan and Korea 	 <ul style="list-style-type: none"> > ASEAN Education Ministers Meetings - to enhance regional cooperation in education > SEAN Plus Three Senior Officials Meeting - includes officials from China, Japan and ROK 	 <ul style="list-style-type: none"> > Quality Assurance Network and AUN-QA assessments (major initiative) > ASEAN Cyber University – e-learning initiative 	 <ul style="list-style-type: none"> > Interest groups focused on university-industry collaboration, improved use of ICT library resources, and human rights education

3B: Princeton has made a big bet on a few strategic partners around the world



University of São
Paulo

- Partnerships aim to facilitate to facilitate “increased mobility of faculty and students, as well as transnational research and teaching collaboration.”
- Princeton aims to create “vertically integrated” collaborations, involving research and student exchange.
- Each partner provides \$300,000 per year in funding.
- Each of the three partnerships make available grants ranging from \$10,000 or less to explore collaborations, up to large grants of \$200,000+.

“[The partnerships] have been a truly remarkable success — the level of faculty and student engagement has been surprising. Across all disciplines and constituents (undergraduates to senior faculty).

Prof. Jeremy Adelman, Director of the Council for International Teaching & Research, Princeton University

4A: Branch campuses have mushroomed

Total number of university overseas branch campuses



But a few cautionary notes

- Revenues of £140m in 2012-13, most not repatriated
- Only 3% expanding
- Some have closed (e.g., Johns Hopkins in Malaysia, UCL in Australia)

4A: The location of branch campuses is shifting

Rank	Host	Total
1	UAE	37
2	Singapore	18
3	China	17
4	Qatar	10
5	Malaysia	17
6	India	5
7	Mauritius	5
8	Canada	4
9	Hong Kong	4
10	Japan	4



- First wave was in the Gulf
- Second wave (still underway) is in Southeast Asia
- Non traditional approaches proliferating
 - Western university campuses in out-of-the-way countries
 - UC Berkeley seeking to attract 4-5 foreign universities to a new site near its main campus

4A: Varieties of branch campus: NYU is building a global brand

NYU has campuses in Abu Dhabi and Shanghai

- Centrepiece of ambitious plan to make NYU a world-leading university
- Abu Dhabi
 - Huge funding from Abu Dhabi government (\$50m + all operating expenses)
 - Outstanding student quality (offer rate of just 1.3%, median SAT score of 1460 (98th percentile)
 - 3rd class comprises 151 students from 65 countries, including 17 from UAE
- Shanghai
 - Established in partnership with East China Normal University; 1st US university to get independent registration status from China
 - First class began this August, 300 students 51% from China and 49%



4A: Varieties of branch campus: Nottingham is attracting local students in Malaysia and China

Nottingham has campuses outside Kuala Lumpur (Malaysia) and Ningbo, China

- Most prominent UK university overseas campuses
- Branded as one with UK and Malaysian campuses
- Malaysia
 - Opened in 2000, the first UK university to open a campus there.
 - 4500 students, 60% Malaysian
- Ningbo
 - Established in 2004—first foreign university to open in China
 - 4700 undergraduate and postgraduate students, 95% from China



4A: Varieties of branch campus: Yale-NUS is a new type of university in Asia

Yale-NUS College

- Joint venture to create first US-style liberal arts college in Singapore
- Yale providing advice and leadership, NUS to provide money and operational resources
 - President from Yale, Provost from NUS
- Inaugural class has just begun: 157 students, with 4% admissions rate (median SAT at 98th percentile)



4C: International support offices can drive engagement with local research partners, alumni, philanthropists, and visiting students/staff



Harvard Center in Shanghai assists with

- 1) Research and teaching activities in China
- 2) Students on study and internship programs
- 3) Admissions interviews
- 4) Collaboration with Chinese universities and other organizations.
- 5) Connections to a growing alumni



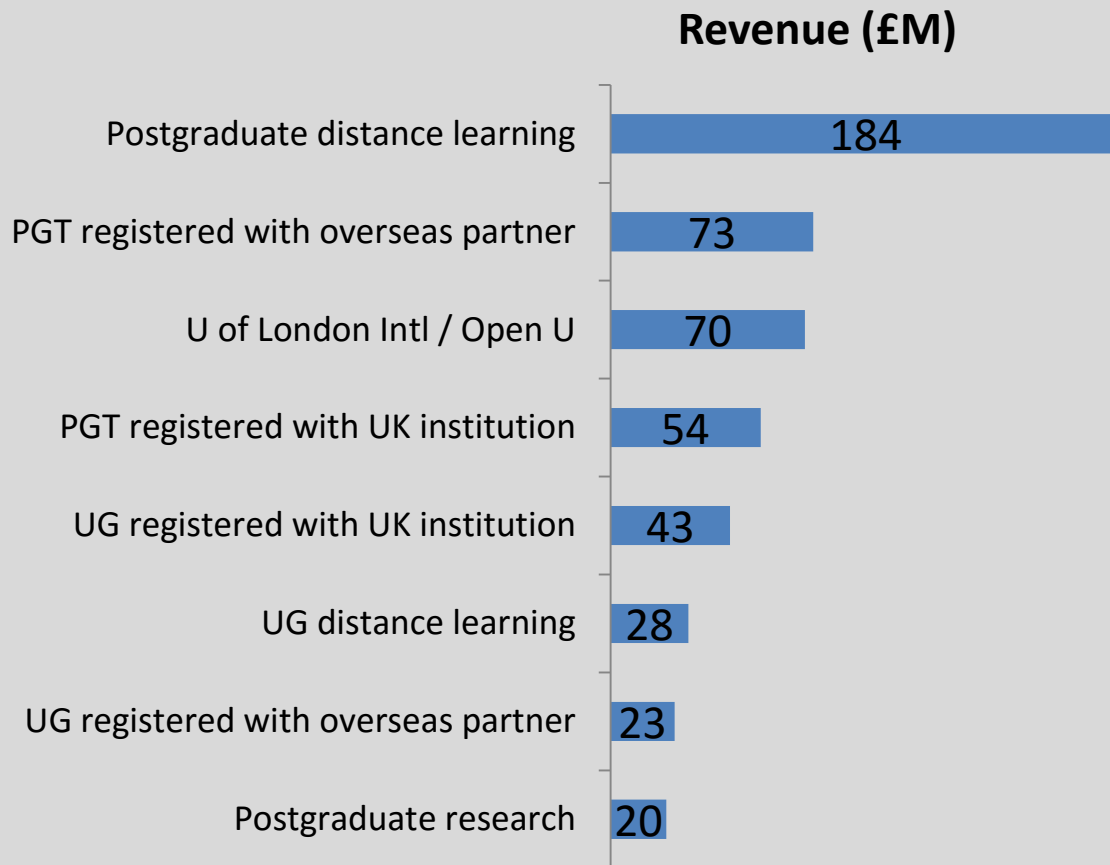
Oxford China office, Hong Kong

Similar to Harvard office, though with a particular focus on development and alumni relations activities

Other Oxford offices in China:

- Medical research (Beijing)
- Oxford University Press (Shanghai)

5A: Transnational education is a major revenue source for many UK universities



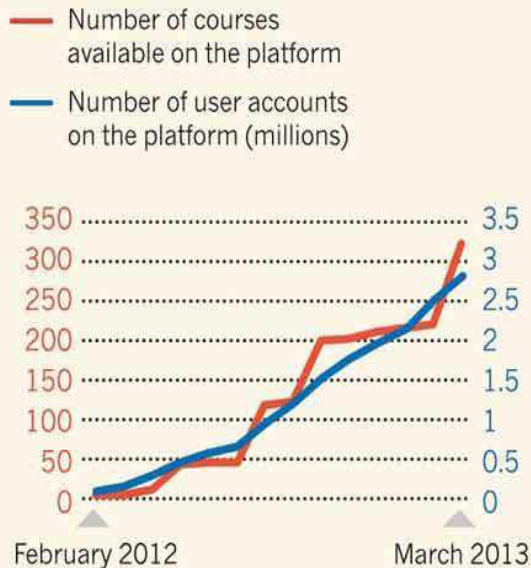
- Fastest-expanding types are distance learning (both supported and unsupported), franchised programmes, and joint/dual degrees
- Other revenue sources include branch campuses and articulation agreements

5B: MOOC providers have signed up millions, but will it become a core university offering?

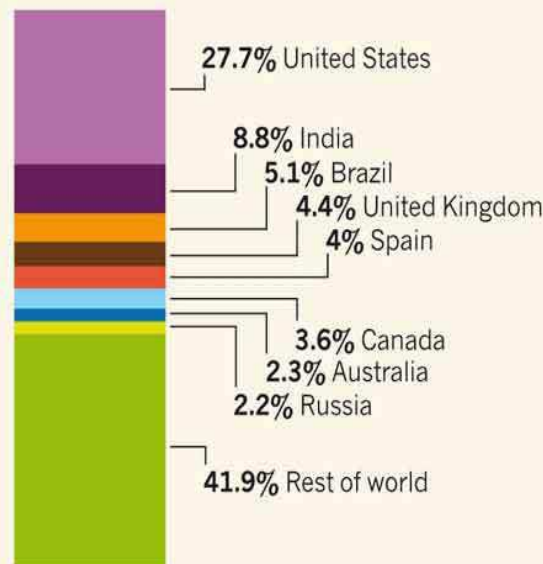


After 18 months, Coursera has 4.4m students, 431 courses, and 85 partners

Supply and demand



Student origins



Courses offered

