

# HR's Role in developing LU International Partnerships

Showcasing Good Practice from Lancaster University



# Introductions

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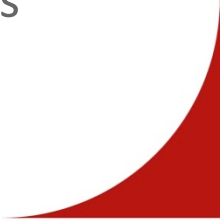
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# Overview

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- Introduction to Lancaster University
  - Why has Lancaster University chosen internationalisation as an area to enable growth?
  - How does the Lancaster University Strategy support international growth?
  - How HR helps develop Lancaster University's international partnerships
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# Key Facts

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- Founded 1964
- Medium sized: 13,500 students, 3500 staff
- Bachelor / Masters / PhD
- 70% undergraduate / 30% postgraduate





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## RANKED TOP 10 IN ALL MAJOR UK LEAGUE TABLES

(THE TIMES, GUARDIAN &  
COMPLETE UNIVERSITY GUIDE)

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10

Complete University  
Guide (2021)

10

The Guardian (2021)

10

The Times and  
Sunday Times (2021)

135

QS World Rankings  
(2021)

136

Times Higher World  
Rankings (2021)

# Our Vision

A university that is globally significant – a leader in higher education that provides the highest quality research and teaching, and engages locally and internationally on the issues and debates of the day and future. Driven by research, and stimulating learning, the globally significant university informs and changes practice and thinking worldwide.

# International University of the Year 2020

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- Developing partnerships across the world to ensure we deliver teaching that takes students to the frontiers of knowledge and produces graduates who can compete in a global job market
- Campuses in Ghana, China, Malaysia and Germany
- Lancaster Students undertake courses America, Asia, Australia or Europe





# Our People Strategy 2020

*'We will attract, develop  
and retain the best staff'*



- Lancaster University is committed to attracting, developing and retaining the best staff. Our People Strategy 2020 clearly articulates that the core strength of our university is our people.
- Attracting the best staff to work for Lancaster University, and **within** our international partnerships, will assist us in delivering our strategic priorities in research, teaching and engagement.



# A Global University

- International Community on campus
  - 25% Students from 100+ countries
  - 60% Postgraduate = international students
  - 30%+ Staff from overseas



## Why develop international partnerships?

- Reputation & profile
- Diversification of income streams & overcome barriers to entry to the UK e.g. visas
- Develop research links and access to overseas funding
- Internationalising the student experience

Lancaster  
University



**SUNWAY**  
UNIVERSITY



Lancaster  
University



Ghana



Lancaster University College  
at Beijing Jiaotong University

Lancaster  
University



Leipzig

# Staffing Models

- We operate a combination of Flying Faculty, permanent staff and seconded staff at our international campuses in Ghana, China, Malaysia and Germany
- 70 + members of staff both academic and professional services
- We operate managed global mobility programmes across these locations

# How does HR work with departments to achieve this

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- Early engagement with the key stakeholders
- Developed a reputation and the value add of the service we can provide
- Project management approach to development and implementation
- Know when to instruct 3<sup>rd</sup> party specialist advice



# Staffing Model



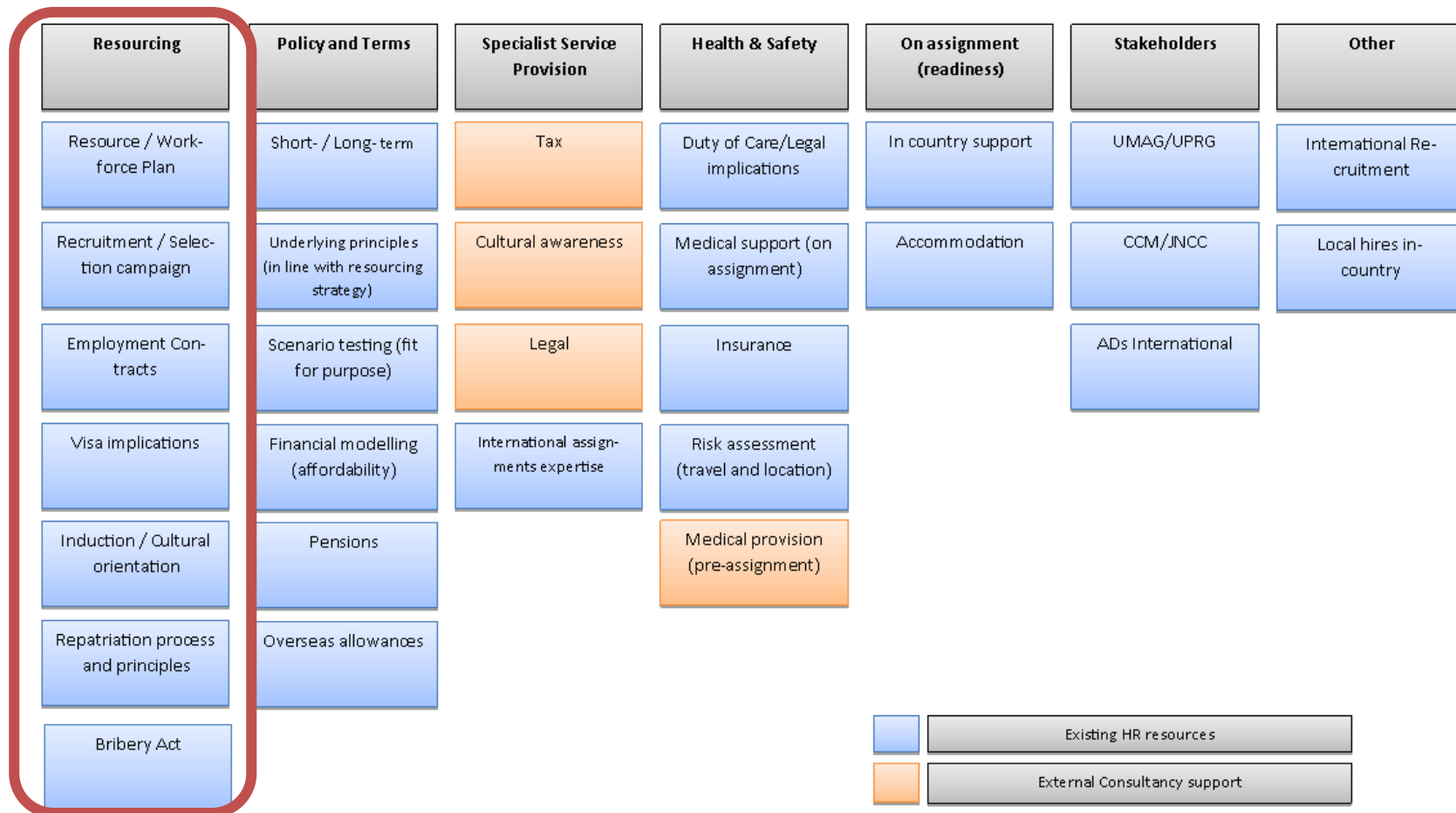
Lancaster University College  
at Beijing Jiaotong University

- Flying Faculty Model
  - 25 Academics
  - 15 English Tutors
  - 1 Academic Dean
  - 1 Academic services coordinator
- All on managed Global Mobility Programmes (GMP)

Lancaster  
University   
Leipzig

- Blended model of in country local staff and secondments from LU
  - 8 Academics
  - 1 Academic dean
- Seconded staff on managed Global Mobility Programmes (GMP)

# Work Streams



# How do we tackle this?

## Terms and conditions

- Pay and reward structure
- Pensions
- Policies procedure and guidance

## Recruitment

- Work force plan
- Advertising roles (adverts in local markets?)
- Terms and conditions

## Employee relations

- In country considerations
  - Works council
  - Trade unions

## Compliance

- Tax
- Social security
- Pay roll
- Immigration

## External suppliers

- Pay roll
- Global Mobility support
  - Tax
  - Social Security



# HR Challenges

Recruitment of  
internationally mobile staff

Retention of Employees

Cultural differences

Managing relationship  
with partner institution

Meeting expectations/  
agreements of partners

Compliance

# What HR's driver for this.... Compliance

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- Changing regulatory environment
  - Tax
  - Immigration
  - Social Security
- Understanding the populations that we have working - what and when they are doing it
  - Business Travelers
  - Foreign workers
  - Short Term Secondments
  - Long Term Secondments
- Duty of Care (Health and Safety, Wellbeing etc.)

# Compliance... is this is only driver?

- From a HR perspective compliance can be the key driver

Tax

Social Security

Immigration

Employment law  
(also wider legal  
considerations)

International  
Payroll  
obligations

- How does this look from an employee experience point of view
  - Soft factors to consider
  - What hygiene factors

Unfamiliar locations

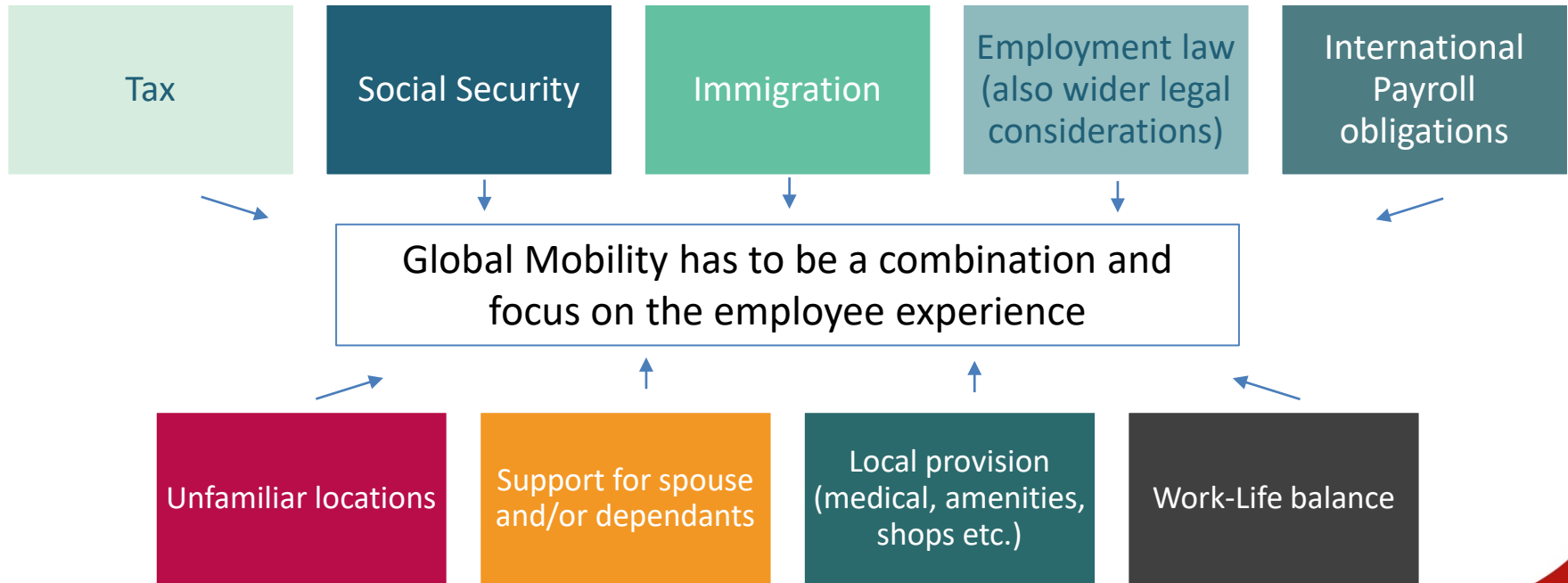
Support for spouse  
and/or dependants

Local provision  
(medical, amenities,  
shops etc.)

Work-Life balance

# Compliance... is this the only driver?

- From a HR perspective compliance can be the key driver



# DO YOU HAVE ANY QUESTIONS?

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