

# The importance of International Talent to University Strategies and how Best to Recruit them



**Times  
Higher  
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President APAC

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Managing Director of Consultancy



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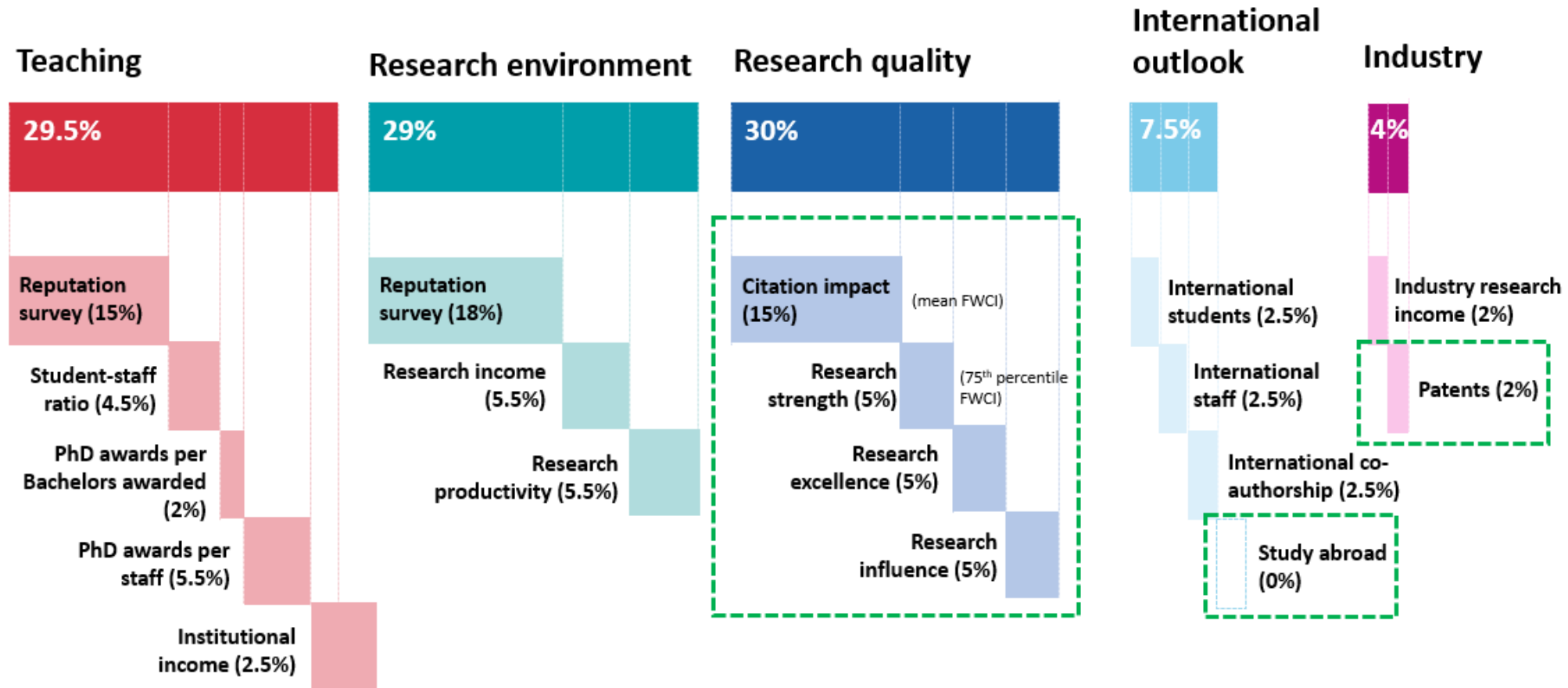


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# World University Rankings methodology 2024



# Understating the global growth in international talent



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# Growth of international staff, by country, 2016 – 2023

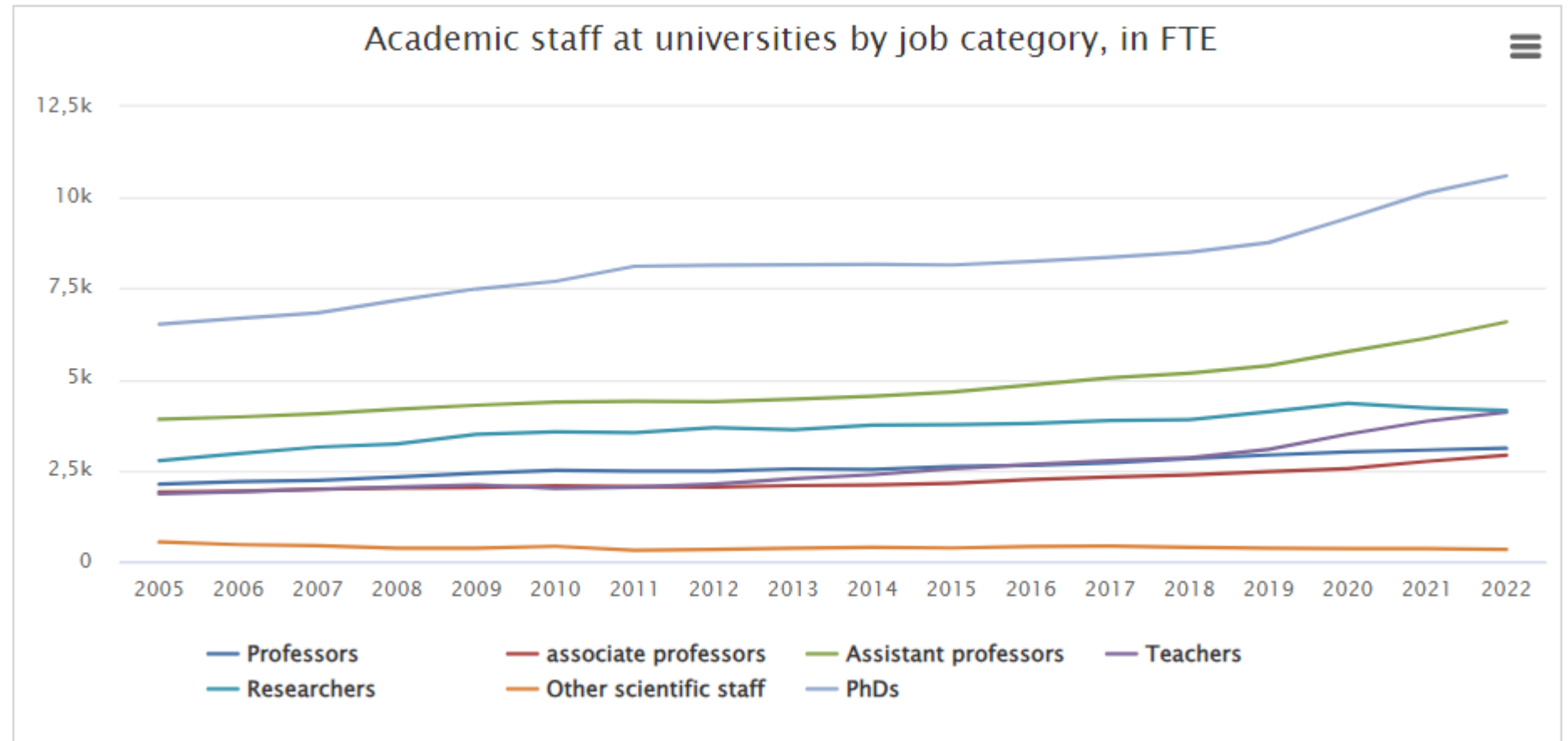
COUNTRY	NO. UNIVERSITIES IN BOTH RANKINGS	AVERAGE % INTL. STAFF (WUR 2016)	AVERAGE % INTL. STAFF (WUR 2023)	DIFFERENCE
Netherlands	13	19.3%	30.4%	11.2%
United Kingdom	102	22.1%	27.3%	5.2%
Canada	22	25.2%	29.3%	4.1%
Switzerland	10	49.2%	52.7%	3.4%
Iran	10	0.6%	3.4%	2.8%
China	35	8.3%	10.9%	2.5%
United States	128	12.5%	15.0%	2.5%
Australia	33	35.8%	38.0%	2.2%
Japan	44	4.1%	5.9%	1.8%
France	11	9.8%	11.1%	1.3%
India	16	0.7%	1.9%	1.2%
Taiwan	25	4.8%	6.0%	1.2%
Italy	32	3.1%	4.3%	1.2%
Germany	36	8.7%	9.9%	1.2%
Sweden	11	12.9%	14.0%	1.1%
South Korea	23	8.5%	9.6%	1.1%
Czech Republic	11	5.3%	6.3%	1.0%
Turkey	15	5.2%	6.1%	0.9%
Brazil	25	2.9%	3.2%	0.3%
Spain	26	4.0%	4.1%	0.1%

Source: THE World University Rankings

# The Netherlands; huge growth of academic staff between 2005 and 2022

Attributed to:

- Highly dynamic job market
- Staff regularly moving to more senior positions or other positions at different universities
- There is also a large amount of movement from academia into other sectors

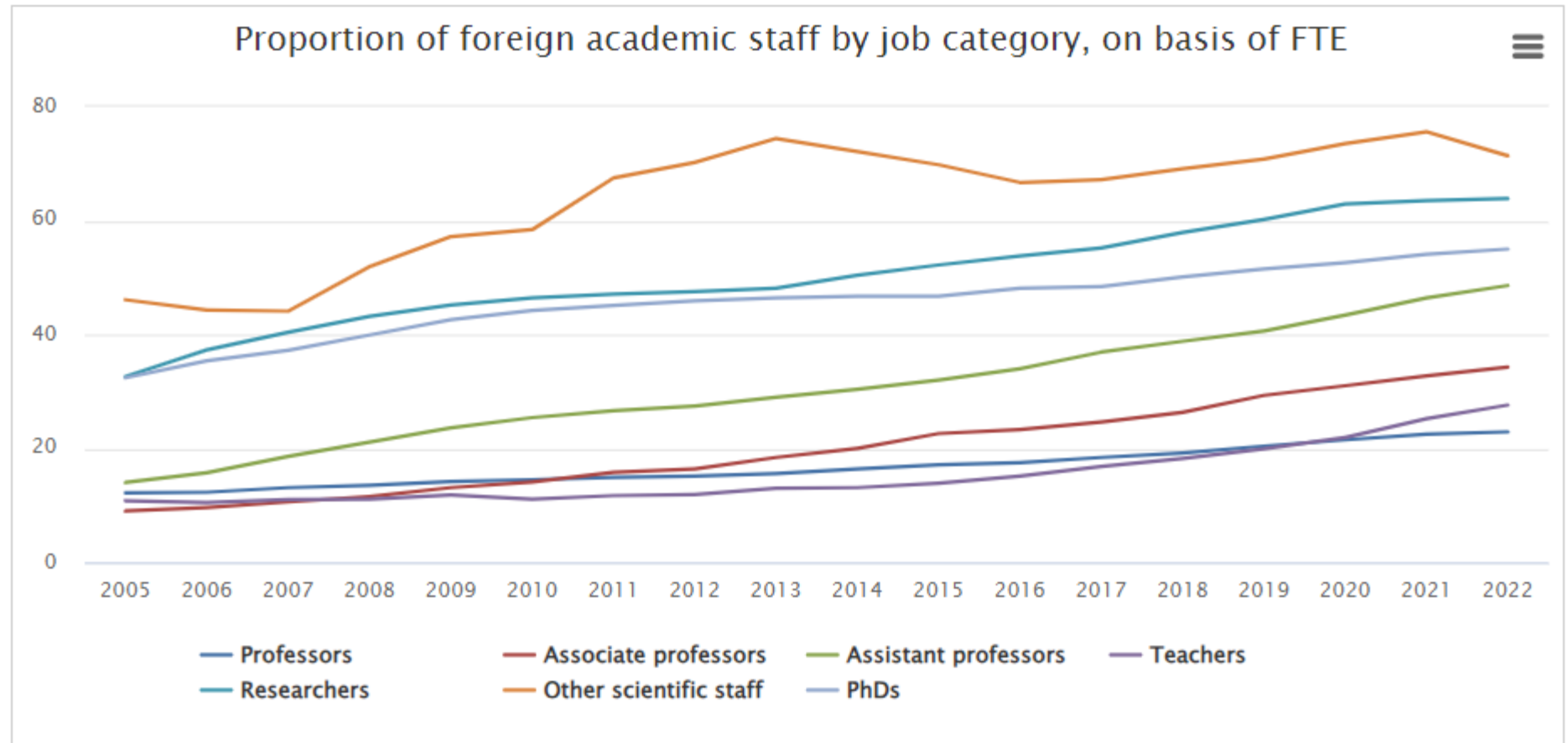


Source: Universities of the Netherlands/ WOPI; Reworking: Rathenau Instituut

# The Netherlands; huge growth of international representation

Attributed to:

- The share of all Dutch international university staff is growing.
- 55% of PhD students
- 50% of university professors



Source: Universities of the Netherlands/ WOPI; Reworking: Rathenau Instituut

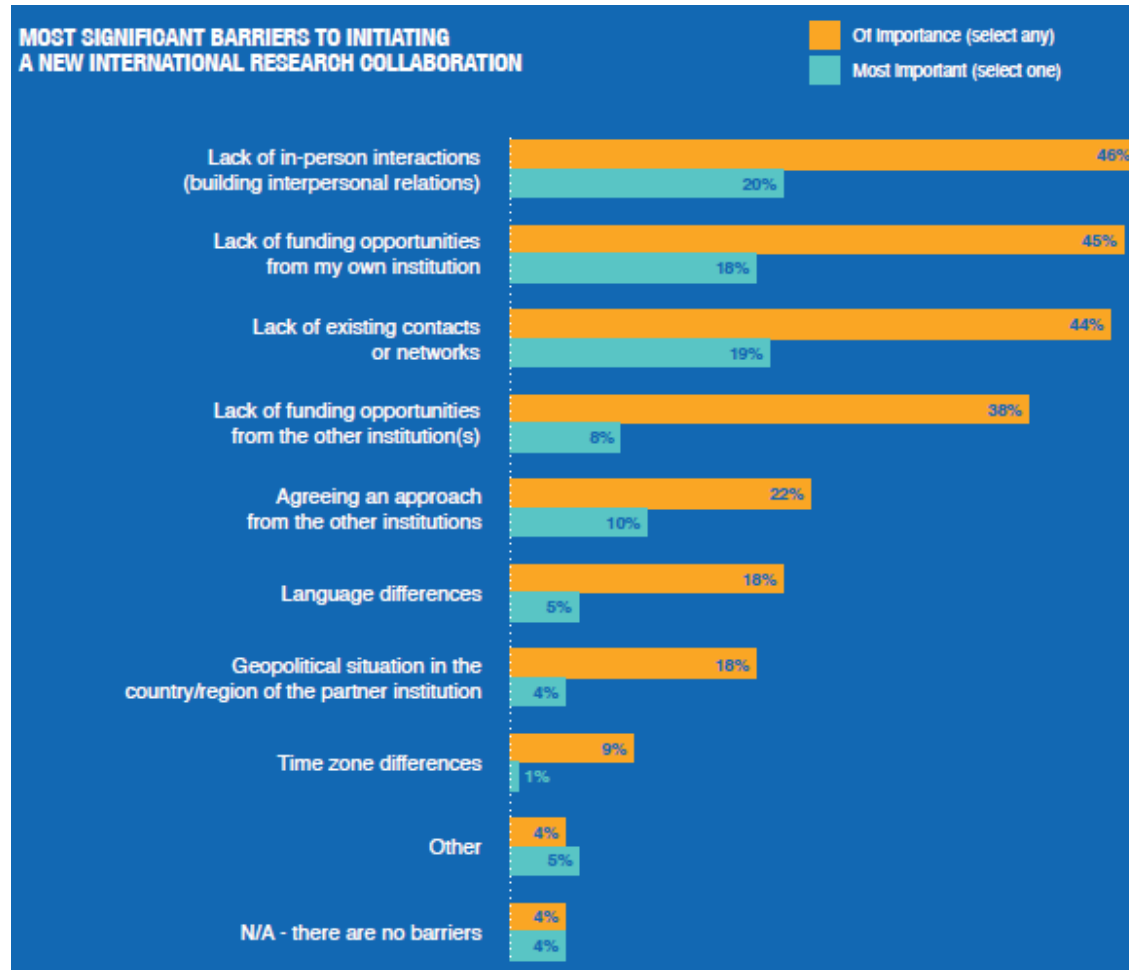
# The importance of international talent



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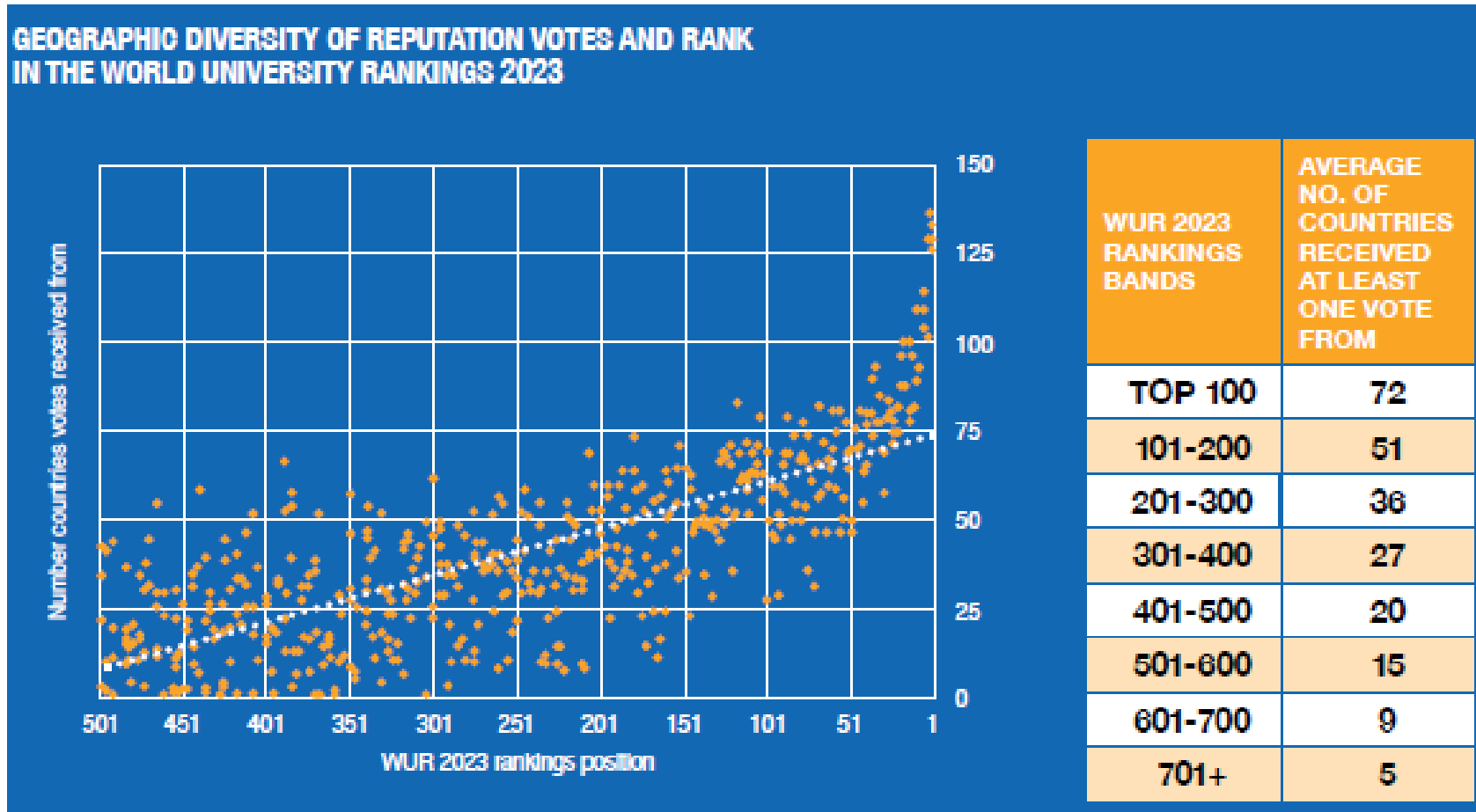


# The importance of international talent: growing research networks



Source: THE international collaborations survey 2022 (base: 9,606)

# The importance of international talent: growing your institutions reputation



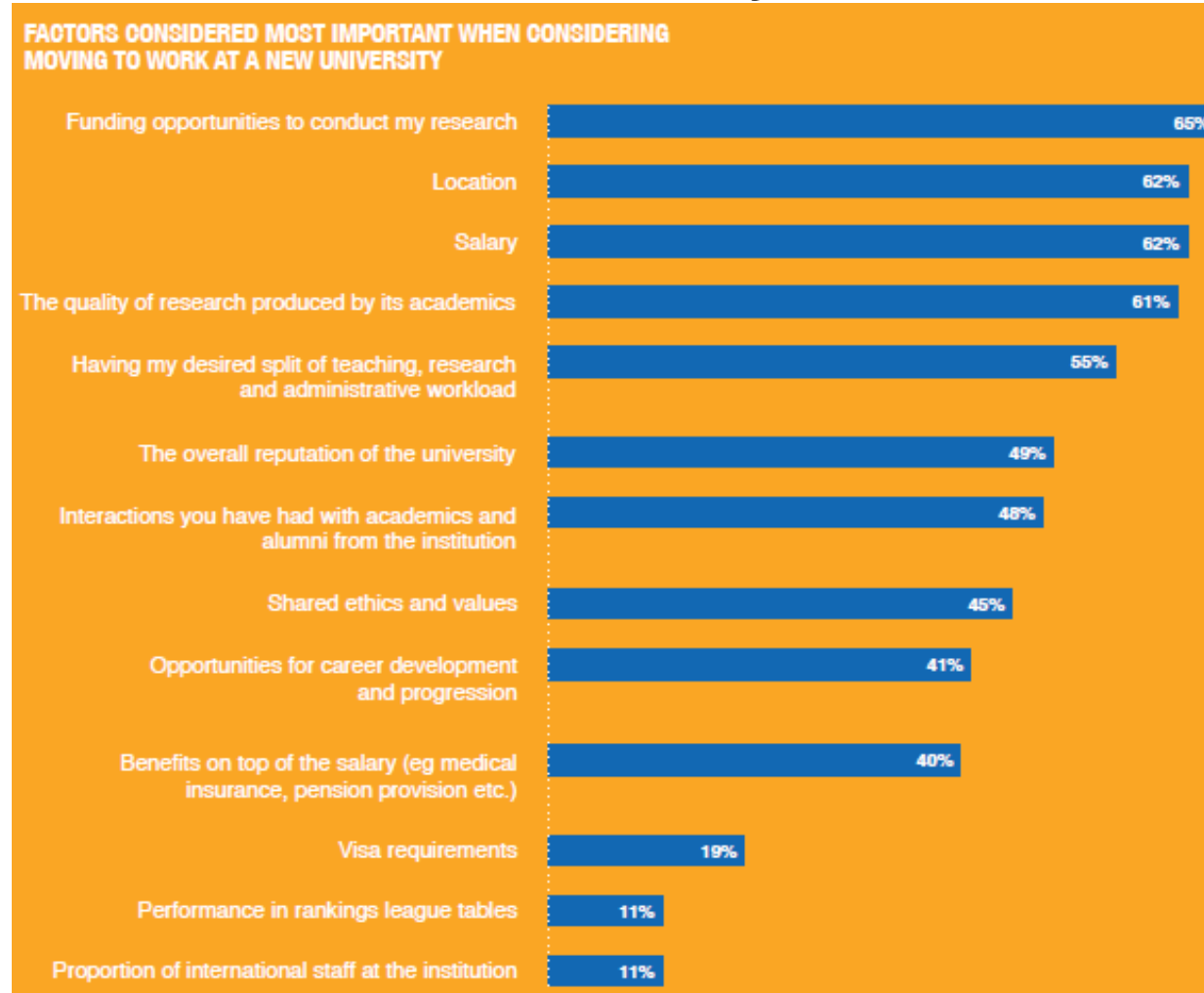
Source: THE World University Rankings 2023

# How to expand international talent at your institution



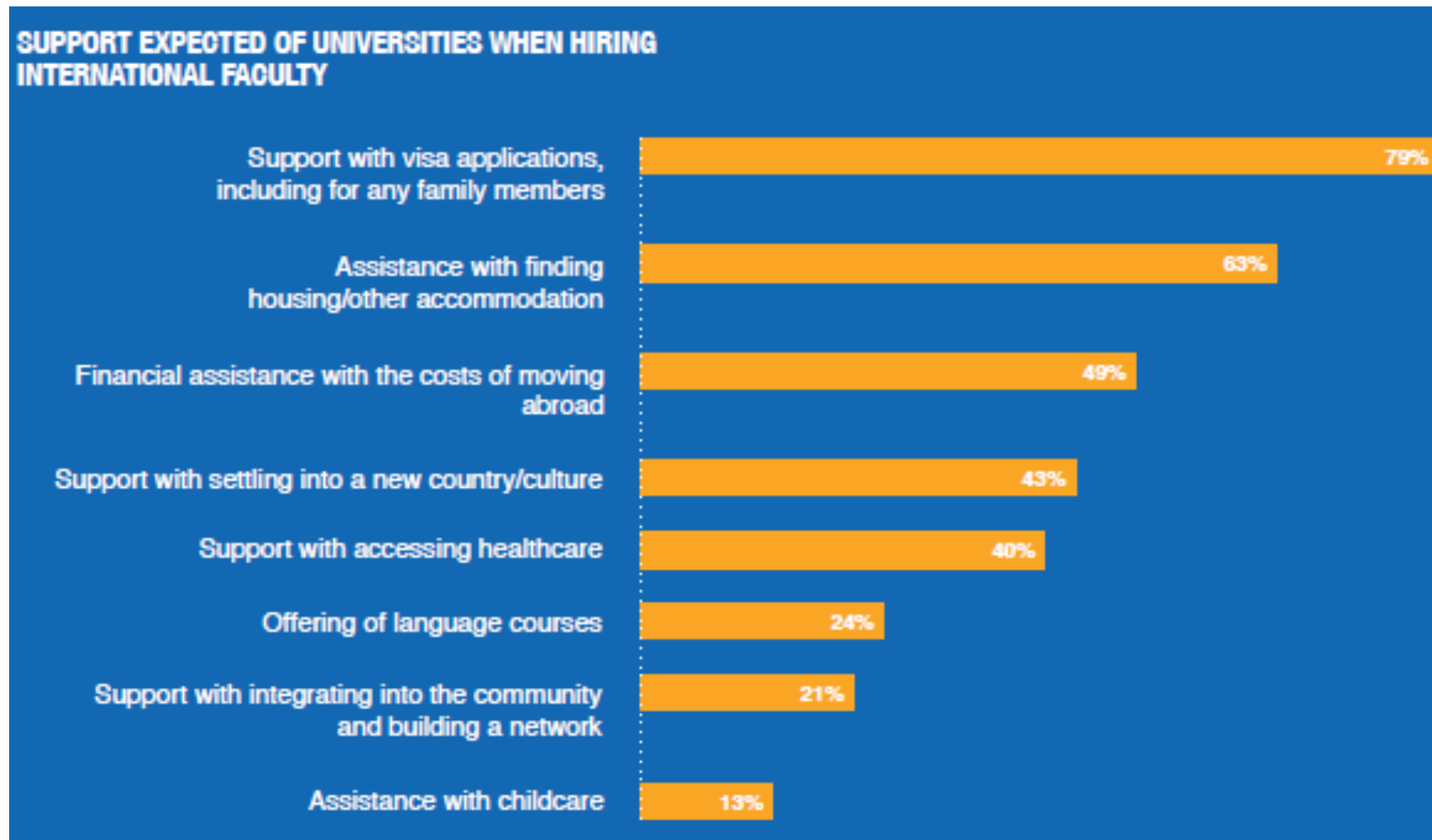
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# How to expand the international talent at your institution



Source: THE survey of job seeking academics 2023 (base: 1,403)

# How to expand the international talent at your institution



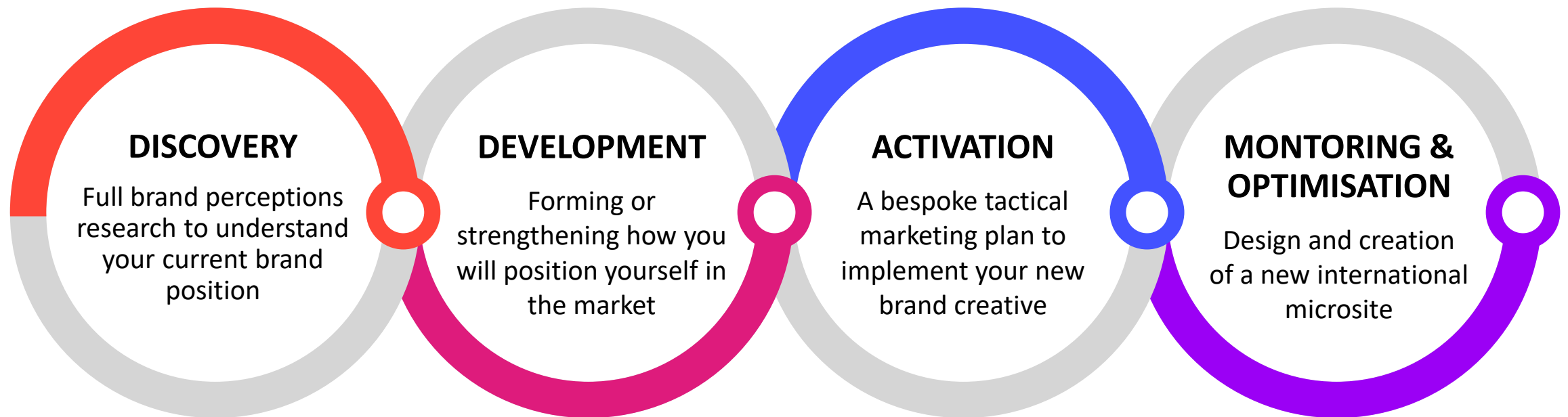
Source: THE survey of job seeking academics 2023 (base: 1,403)

# Creating an Employer Value Proposition



Source; Talentlyft

# THE's Brand Transformation Framework



# Case Studies



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# King's College London

KCL, were looking for a solution to set them apart from the competition as well as meet the institutions growing recruitment needs; to drive up their application and appointment rates, whilst reducing their spend per hire.

In collaboration with THE, a narrative focus campaign was developed launching a series of editorial pieces on hiring faculties allowing candidates to gain a better sense of the institution, faculty, and role prior to application.

Clearly defining each faculty's USP to the jobseeker audience made the process more personalised and resulted in an increase of high-cultural fit candidates.



**80%**  
of HR leaders say employer branding has a significant impact on their ability to attract talent.<sup>1</sup>

**9/10**  
candidates would apply for a job when it's from an employer brand that's actively maintained.<sup>2</sup>

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King's College London's department of engineering is hiring academics with an emphasis on cross-disciplinary collaboration.

**There is a free flow of only between department faculty but also between the new engineering knowledge...**

**There are many possibilities for drawing in the right group of experts to solve complex problems...**



# King's College London

THE helped KCL achieve:

**2000%**

increase in jobs posted on the THEunijobs platform.

**96%**

reduction in cost per listing posted on THEunijobs.

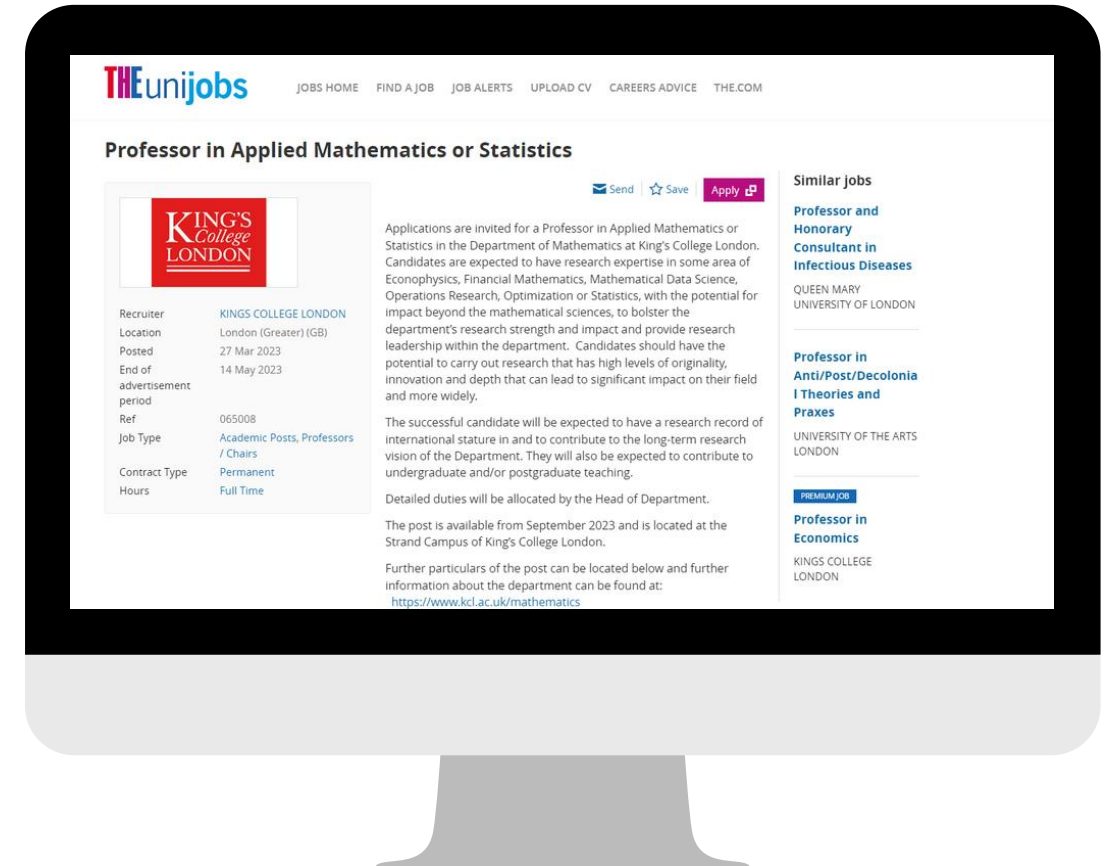
**88%**

increase in application clicks per role; significantly improving appointment rate.

By creating a unified approach across digital and physical marketing for their annual recruitment drive and allowing them to post ad-hoc and unforeseen vacancies throughout the year

*"THE's team provide excellent ongoing advice and guidance that has helped us to create not just more cost effective campaigns, but also to build our online presence and reach a wider candidate pool."*

**Hollie Jones**  
Recruitment Specialist



## King Abdullah University of Science and Technology (KAUST)

## Faculty in Focus

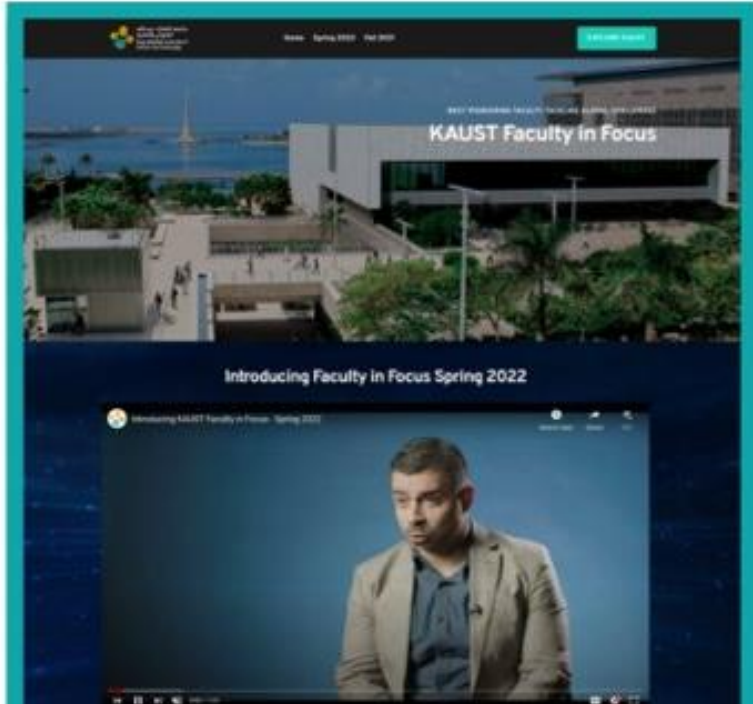
### OBJECTIVE:

Promote the KAUST brand globally to shine a light on the work of our professors to recognize their contribution to the university and create increased sense of community and collegiality among our academics

THE was able to support KAUST in the:

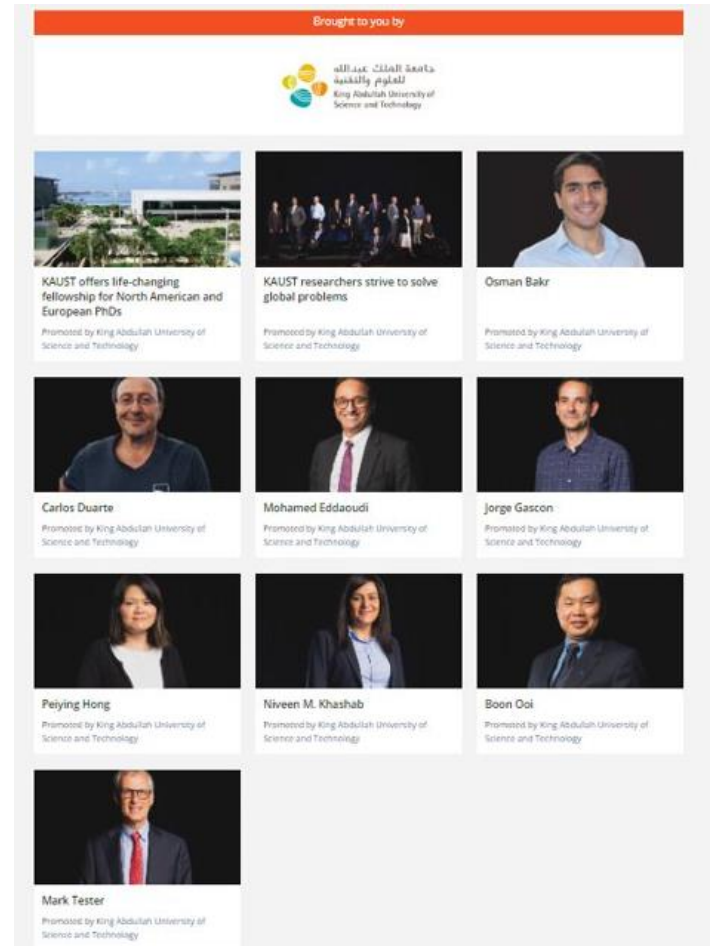
- Creation of short form accessible content targeted for recruitment of prospective students and staff
- Provide insight into the research and impact of KAUST not only to THE's highly-engaged academic audience but also to broad external audience inclusive of industry and regional partners
- Development of event series to bring global academics to campus and showcase the best of KAUST





Microsite homepage

Each featured professor has their own landing page with a distinct URL to drive traffic from the individually targeted ads to. The videos are embedded alongside the photography and videos



Content Creation



# KAUST RESEARCHERS STRIVE TO SOLVE GLOBAL PROBLEMS

THE SAUDI ARABIA-BASED INSTITUTION IS WORKING TO POSITION ITSELF AS A BEACON OF SCIENCE AND TECHNOLOGY RESEARCH

**A** THOUSAND YEARS AGO, the Middle East was home to the House of Wisdom, says Professor Lawrence Carin, provost at King Abdullah University of Science and Technology (KAUST). It was a celebrated place of learning and scientific thinking, and its scholars' research informed development throughout the rest of the world. The university continues to occupy this position today, thanks to the work of its faculty.

"KAUST aims to represent that House of Wisdom, working with some of the finest scientists in the world on some of the biggest problems facing humanity," Carin says. Through impactful, highly cited research, scientists working at KAUST are having a real-world impact that extends from the local to global.

"KAUST was founded to create a leading science and technology research university in the Middle East, with the potential to transform the region," Carin says. The university is already the top-ranked institution in Saudi Arabia in terms of quality research output, and sits in the top 120 globally, according to the 2020 Nature Index. However, it does not plan to rest on its laurels, and continues to attract experienced staff to its ranks. Carin, who recently joined KAUST from Duke University in the US, brings a wealth of experience to his role and understands the importance of quality research.

As one of the world's top researchers in computer science with a particular focus on artificial intelligence (AI), Carin will drive the university's AI research agenda. "We anticipate that KAUST will play a vital role in developing data science and AI expertise in the region," he says. The university already punches above its weight in terms of AI research output and is a key partner in the country's drive to tap into data science opportunities. Last year, the kingdom published

“Scientists working at KAUST are having a real-world impact”



KAUST Faculty (L-R): Yu Han, Marc Sorely, Mohamed Sam Assouf, Nawaf Khoshaf, Mohamed Elmaghrabi, Stefan De Wael, Basil Oki, Magnus Krupping, Mark Soren, Peter Maguire, Peng Wang, Jogi Gnanapavan, and Howard Rhee. Not pictured: Hussein Mohamed, Danyal Bano, Colin Durbin, Matthew McCabe, Omar Mohammed, Carlos Santamarina, Kungang Zhang

its National Strategy for Data and AI, which aims to transform Saudi Arabia into a data-driven economy and to leverage data science to drive growth.

Carin has also founded start-up companies to commercialise his research, and he believes that this "start-up mentality" can be very useful in a comparatively young institution like KAUST. Attracting the right people to the right positions is critical to the success of any start-up, he says. "KAUST has recruited some outstanding faculty that puts us, relatively speaking, commensurate with the finest universities in the world," Carin says. The institution currently has about 180 faculty and plans to increase its staff complement by about a quarter in the next three years. That growth will bolster areas of existing strength and importance, such as AI.

Another area of growth will be energy generation. The kingdom's wealth and economic activity have historically focused on fossil fuel extraction, with the country having the second-largest proven oil reserves in the world. However, growing concerns about climate change are pushing economies to reconsider the use of fossil fuels and investigate more sustainable energy sources. This is an area in which Carin believes KAUST can make a significant global contribution. "We're looking at electrical sources of power, as well as hydrogen power," he explains.

KAUST's researchers have already developed a number of alternative energy technologies available for licensing, such as an environmentally friendly way to extract hydrogen from natural gas and a rechargeable

high-capacity lithium-sulphur battery. The institution also has a wealth of knowledge in climate change science and carbon capture, in which excess carbon is pulled out of the atmosphere. "This is an area of KAUST strength, and we're going to try and build on that," he says.

**KAUST WITH ITS LOCATION** on the coast of the Red Sea, has a geographic advantage when it comes to understanding climate change and extreme environments. The Red Sea, which is the world's northernmost tropical sea, has rich and unique biodiversity, including coral reefs. KAUST's Red Sea Research Center, which was established in 2009, is pivotal in understanding the ecology of this location and answering globally significant questions, such as how plants and animals adapt to extreme environments and climate change.

"Due to climate change, coral reefs have been under stress, and KAUST is leading the kingdom's research and efforts to restore them, which has a big impact on, for example, carbon capture," Carin says. Coral reefs naturally absorb carbon out of the atmosphere and are vital to combating climate change. KAUST researchers' work adds to the global body of knowledge required to conserve these essential ecosystems.

To realise its faculty's ambitious research goals, the institution works to promote collaboration within the university and beyond. "We want to be a global player," says Carin. To achieve this goal, researchers need to collaborate. The institution's geographic location makes

it relatively easy to travel to and engage with institutions in other countries, Carin explains. "Collaboration with other players in the region and globally is critical for our vision." A number of the university's funding mechanisms explicitly seek to create collaborations with other universities.

KAUST also promotes internal interdisciplinary research, encouraging staff to work together on ambitious projects. "We try to be a silo-free organisation," Carin says. "We have several initiatives that are cross-disciplinary by nature." One example is the university's Smart Health initiative. "Smart Health uses AI and the electronic health record to try and improve diagnosis and human health, as well as electronic devices that people might wear. Technology is going to play an important role in transforming the delivery of healthcare," Carin says. "Smart Health brings together people in the biological sciences, data sciences and physical sciences, among others."

KAUST researchers are also investigating climate change to create a livable world for centuries to come. Water is a major aspect of this research, Carin says. Saudi Arabia is a desert country with very little rainfall. "How do we get water where we need it?" asks Carin. "How do we desalinate water in an energy-efficient way?" These are the questions that KAUST researchers are striving to answer.

These answers are not only essential to Saudi Arabia and the Middle East, but the world as a whole. "It is important for KAUST that we make an impact outside our walls," Carin says.

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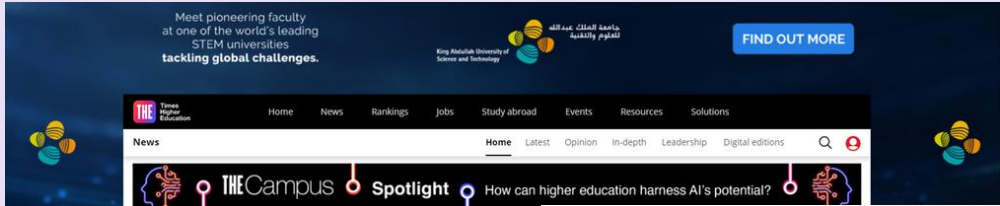
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Derya Baran

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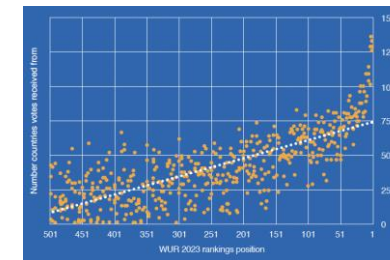
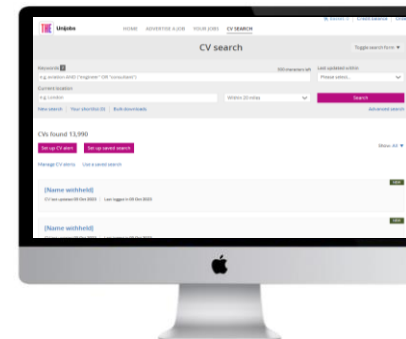
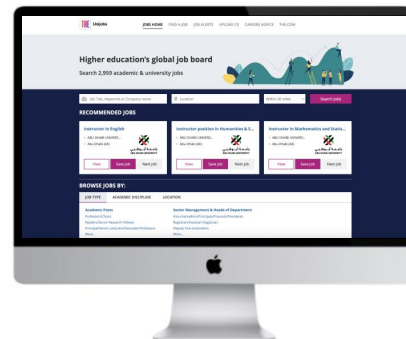
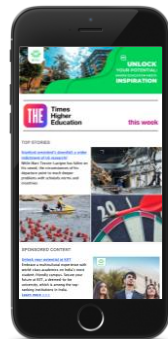
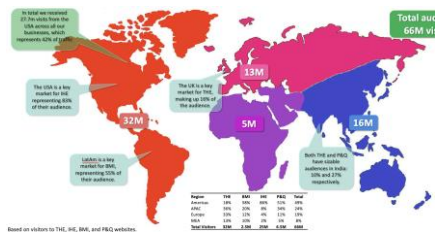
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Chief Knowledge Officer, Times Higher Education (THE)





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