



**THE UNIVERSITY
OF QUEENSLAND**

**The University of Queensland
Internationalisation Plan:
2005 - 2009**

**Office of the Deputy Vice-Chancellor
(International & Development)**

The University of Queensland Internationalisation Plan 2005-2009

Context: The International Imperative

The mission of The University of Queensland is to create a community dedicated to achieving national and international levels of excellence in teaching, research and scholarship, one that makes significant contributions to the intellectual, cultural, social and economic life of the State of Queensland and the Australian nation.

The University operates within a global context where:

- the global education services market is highly competitive;
- graduates are increasingly mobile and require skills and qualifications that are transnational; and
- the international research environment is highly focused and well-resourced.

The University of Queensland acknowledges the imperative to imbue its teaching, research, scholarship, and community engagement activities with an international dimension in order to sustain and enhance its ability to:

- attract top quality students and scholars;
- attract and retain top quality staff; and
- attract research and other funding.

The University of Queensland's Internationalisation Plan provides a strategic framework to support and enhance activities that promote the internationalisation of the University's core activities. It should be read in conjunction with the University's other main strategic plans, specifically: the UQ Strategic Plan, the Teaching & Learning Enhancement Plan, and the Research and Research Training Management Report.

Internationalisation at The University of Queensland

Internationalisation at The University of Queensland is the process whereby all aspects of the University's activities – teaching and learning, research and research training, and partnerships – are engaged with the broader international community.

Internationalisation: 2000 – 2004

In recent years, the internationalisation of the University's activities has been underpinned by a rapidly expanding and predominately on-shore international student population. Table 1 shows the growth in international student EFTSU in the period 2000 to 2004.

Table 1: International EFTSU by program level 2000 to 2004¹

| | 2000 | % | 2001 | % | 2002 | % | 2003 | % | 2004 | % |
|----------------------------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|
| Undergraduate | 1,487 | 52 | 1,867 | 52 | 2,287 | 54 | 2,539 | 55 | 2,654 | 53 |
| Postgraduate Coursework | 515 | 18 | 727 | 20 | 944 | 22 | 1,110 | 24 | 1,363 | 28 |
| Research Higher Degree | 428 | 15 | 442 | 12 | 466 | 11 | 470 | 10 | 507 | 10 |
| Study Abroad | 442 | 15 | 577 | 16 | 554 | 13 | 476 | 11 | 426 | 9 |
| Total International EFTSU | 2,872 | 100 | 3,613 | 100 | 4,251 | 100 | 4,595 | 100 | 4,950 | 100 |

1. UQ Reportal

While there has been considerable growth in the international student body, the international mobility of UQ's domestic student population has been limited. Table 2 provides details of the number of domestic students including an international exchange opportunity as part of their academic program.

Table 2: Incoming and Outgoing Exchange students 2000 to 2004

| | 2000 | 2001 | 2002 | 2003 | 2004 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|
| Outgoing | 88 | 95 | 107 | 103 | 105 |
| Incoming | 106 | 109 | 155 | 178 | 175 |
| Imbalance for year | 18 | 14 | 48 | 75 | 70 |

Internationalisation: 2005 – 2009

For the 2005 to 2009 period, the following conditions are likely to impact directly on the way in which the University operates internationally:

- Many countries, particularly those in the Asia-Pacific region which are existing key source markets for UQ, are currently engaged in strengthening their higher education systems;
- Globalisation has placed an increasing emphasis on engaging in strategic international linkages;
- International agreements (eg. Free Trade Agreements) will have an impact on the domestic higher education market, with the likelihood of international education institutions increasing their presence in Australia.

In this next phase of the University's internationalisation, there will be an increasing emphasis on applying a more strategic approach to developing partnerships and markets. Underpinning this will be the importance of providing a quality educational experience for both international and domestic students.

Strategic partnerships have played a significant role in leveraging the University's activities and contributing to UQ's internationalisation. Student and staff mobility has been supported by key domestic and international partnerships and extensive international research links. The University of Queensland values and promotes its membership nationally of the Group of Eight and internationally of Universitas 21, and this will continue through the 2005 to 2009 period.

In the period 2000 to 2005, the University has grown its academic linkages with international partners to 261. These partnerships encompass a broad range of academic endeavour and include 84 agreements focussed on research and academic cooperation and 117 on student exchange.

Growth in international student numbers will remain a key priority for the University, with a commitment to attracting and retaining the most able students. Table 3 provides projections of planned international EFTSU growth by program level.

Table 3: International EFTSU by program level 2005 to 2009²

| | 2005 | % | 2006 | % | 2007 | % | 2008 | % | 2009 | % |
|----------------------------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|
| Undergraduate | 2,677 | 53 | 2,691 | 51 | 2,737 | 50 | 2,821 | 49 | 2,947 | 48 |
| Postgraduate Coursework | 1,460 | 29 | 1,540 | 30 | 1,635 | 30 | 1,749 | 30 | 1,893 | 31 |
| Research Higher Degree | 547 | 11 | 584 | 11 | 614 | 11 | 645 | 11 | 673 | 11 |
| Study Abroad | 386 | 7 | 435 | 8 | 486 | 9 | 542 | 10 | 601 | 10 |
| Total International EFTSU | 5,070 | 100 | 5,250 | 100 | 5,471 | 100 | 5,757 | 100 | 6,113 | 100 |

2. EFTSU projections based on tuition fee estimates developed by the Deputy Vice-Chancellor (International & Development) & Business Services in association with Faculties.

However, while growth remains a priority, even greater priority will be placed on attracting the academically most elite students. The development of collaborative academic programs with leading overseas institutions will be a critical strategy in facilitating this growth. Moreover, such programs will also provide additional opportunities for higher degree students to engage in off-shore research activities. And to this end, the mobility of students remains a priority, given the global environment in which graduates are required to operate.

The importance of providing a quality experience to all students will require a greater emphasis on ensuring the strategic focus of UQ's international activities, through planning, policy development and increased monitoring of international partnership arrangements and the international student experience.

Growth, Diversity, Quality: Key targets 2005 – 2009

Key qualitative targets guiding the Internationalisation Plan 2005 - 2009 are:

- Maintain and increase the quality of the international student body.
- Grow international student numbers to 20% of the total university student population by 2009 (6,113 EFTSU).
- Diversify the international student body by source country, with a greater focus on developing the University's profile in the Middle East, the Sub-Continent, Latin America and China, while expanding our role in Asia and other traditional markets. The aim is to attract 40% of international students from non-Asian countries by 2009.
- Diversify international student numbers by program level in the proportions undergraduate 50%, postgraduate coursework 30%, research higher degree 10%, study abroad 10%.
- Grow international postgraduate numbers (both coursework and higher degree research) through expansion of strategic partnerships to a combined 2,566 EFTSU by 2009;
- Grow international alumni networks and the number of active international alumni by 100%.
- Increase offshore mobility of domestic students to at least 5% of the domestic student body by 2009.

Internationalisation: Strategic objectives

The University's overarching objective in internationalising its activities is to position and profile the University internationally as a world class, broad-based, research-intensive institution.

The following strategic objectives have been identified in support of this overarching objective.

Teaching and Learning

The strategic imperative to internationalise our teaching and learning activities is to produce graduates who have the skills, competencies and perspectives to excel in a global context.

Objective 1

Teaching and learning programs that have an appropriate international dimension embedded within their curricula.

Objective 2

A diverse international student population.

Objective 3

A high level of participation in and benefit from international education by Australian students.

Objective 4

A high level of satisfaction by international students with their experiences and education at The University of Queensland.

Research and Research Training

The strategic imperative to internationalise our research and research training activities is to produce world-class research, to increase the visibility of our research and our research higher degree students, and to enrich our research training environment by gaining access to new knowledge, expertise, specialised facilities and infrastructure, as well as access to new sources of international funding.

Objective 5

A high level of active international research networks and collaborations.

Objective 6

Increased participation by high quality international research higher degree students.

Partnerships and Community Engagement

The strategic imperative to internationalise our collaborative partnerships and community engagement activities is to build mutually beneficial strategic alliances that support the University's position as a world class, broad-based, research-intensive institution.

Objective 7

Strategic partnerships with educational institutions, business, government and the community that complement and promote our intellectual resources and organisational capabilities.

Objective 8

A strong, mutually-beneficial relationship with international alumni.

Management and Resources

The strategic imperative is to ensure that the University's international activities are underpinned by world's best practice.

Objective 9

A policy framework that supports and promotes sustainable international activities.

Objective 10

A management framework that underpins excellence in internationalisation.

Internationalisation Strategies: Teaching & Learning

The strategic imperative to internationalise our teaching and learning activities is to produce graduates who have the skills, competencies and perspectives to excel in a global context.

Objective 1

Teaching and learning programs that have an appropriate international dimension embedded within their curricula.

Strategies

- 1.1 Ensure that the University's quality assurance framework for teaching and learning actively supports and promotes learning experiences that incorporate international and cross-cultural dimensions.
- 1.2 Where appropriate, encourage Faculties and Schools to internationally benchmark their curricula.
- 1.3 Encourage strategic partnerships with quality international institutions, which involve the sharing of curricula and/or program delivery in ways that enhance the learning experiences of UQ students.
- 1.4 Support appropriate initiatives that enhance the transnational portability of UQ's degree programs.
- 1.5 Within the context of the University's academic staff development framework, develop, support and promote staff development programs that contribute to staff's understanding of an internationalised curriculum.
- 1.6 Encourage staff mobility to enhance their international perspectives and experience.
- 1.7 Support and provide learning pathways that prepare international students for their award programs at UQ.

Objective 2

A diverse international student population.

Strategies

- 2.1 Pursue a coordinated international marketing strategy within the University.
- 2.2 Monitor and annually review the UQ International Marketing Plan.

Objective 3

A high level of participation in and benefit from international education by Australian students.

Strategies

- 3.1 Investigate and identify opportunities for alternative modes of study and delivery within the design of programs and curricula that facilitate and support the offshore mobility of Australian students.
- 3.2 Develop support mechanisms, including establishing a range of University and Faculty scholarships and bursaries, that encourage Australian students to undertake an international education experience.
- 3.3 Develop marketing and other strategies to increase the offshore mobility of Australian students.

Objective 4

A high level of satisfaction by international students with their experiences and education at The University of Queensland.

Strategies

- 4.1 Regularly review international student support mechanisms to ensure that there are appropriate support services and infrastructure for international students.
- 4.2 Review accommodation services and options for international students.
- 4.3 Foster improved post-graduation services for international students.
- 4.4 Institute appropriate feedback, evaluation, and reporting mechanisms that monitor the experience of international students.
- 4.5 Ensure that prospective students have appropriate information about their program and the University on which to base their decisions.
- 4.6 Ensure appropriate induction and orientation programs are in place for international students.
- 4.7 Develop a series of seminars for academic and administrative staff, which address the cultural, educational, and religious backgrounds of UQ's international students.
- 4.8 Investigate, in association with the UQ Student Union, mechanisms that enhance the on-campus experience of both international and domestic students and which improve interaction between the two.

Internationalisation Strategies: Research and Research Training

The strategic imperative to internationalise our research and research training activities is to produce world-class research, to increase the visibility of our research and our research higher degree students, and to enrich our research training environment by gaining access to new knowledge, expertise, specialised facilities and infrastructure, as well as access to new sources of international funding.

Objective 5

A high level of active international research networks and collaborations.

Strategies

- 5.1 Enhance and diversify international networks and collaborations in ways that are of strategic value to, and consistent with, the research strengths and priorities of the University.
- 5.2 Identify and facilitate targeted strategic partnerships with international agencies (government, industry, commerce and the professions) that provide increased funding and exchange opportunities for research and research training.

Objective 6

Increased participation by high quality international research higher degree students.

Strategies

- 6.1 Identify and develop international collaborative initiatives and partnerships in priority research areas, which have a high probability of attracting fully-funded research higher degree students, particularly through the provision of scholarships for fees and stipends.
- 6.2 Review the range of university scholarships provided to international students and develop targeted scholarship programs that enhance UQ's ability to attract high quality international research higher degree students.
- 6.3 Increase the range of options for international students to undertake higher degree research at UQ.
- 6.4 Encourage and support Faculties, Schools and Centres in their recruitment of high quality international research higher degree students.
- 6.5 Develop strategies to increase offshore mobility opportunities for all UQ research higher degree students.
- 6.6 Ensure that high quality support structures and facilities for international research higher degree students are in place.

Internationalisation Strategies: Partnerships and Community Engagement

The strategic imperative to internationalise our collaborative partnerships and community engagement activities is to build mutually beneficial strategic alliances that support the University's position as a world class, broad-based, research-intensive institution.

Objective 7

Strategic partnerships with educational institutions, business, government and the community that complement and promote our intellectual resources and organisational capabilities.

Strategies

- 7.1 Review the University's range of partnerships and identify additional potential strategic partners.
- 7.2 Develop collaborative relationships with key Commonwealth, State and local forums, government agencies and instrumentalities to ensure that UQ's positioning is understood and supported accordingly.
- 7.3 Identify and establish memberships and affiliations with key international education and research agencies and international government instrumentalities in order to promote an understanding and enhancement of the standing of UQ.

Objective 8

A strong, mutually-beneficial relationship with international alumni.

Strategies

- 8.1 Ensure that the University's alumni framework acknowledges and is inclusive of international alumni.
- 8.2 Develop enhanced services and support for international alumni.
- 8.3 Strengthen networks of communication, support and interaction with international alumni branches.

Strategies: Management and Resources

The strategic imperative is to ensure that the University's international activities are underpinned by world's best practice.

Objective 9

A policy framework that supports and promotes sustainable international activities.

Strategies

- 9.1 Ensure that an appropriate policy framework is in place to support international activities.
- 9.2 Ensure risk management is undertaken at all levels of international activity.
- 9.3 Ensure that appropriate quality systems and procedures are in place to support partnership arrangements.
- 9.4 Enhance communication among internal stakeholders to ensure that UQ gains maximum leverage from its international partnership arrangements.

Objective 10

A management framework that underpins excellence in internationalisation.

Strategies

- 10.1 Ensure that an appropriate committee and planning framework is in place to support the University's internationalisation management structure.
- 10.2 Ensure that appropriate personnel, infrastructure and financial resource arrangements are put in place to support the UQ Internationalisation Plan and associated staff development activities.
- 10.3 Ensure that international tuition fees are set at levels consistent with the University's international standing and market positioning.
- 10.4 Monitor and review international student administration processes to ensure that response frameworks and timelines optimise acceptance rates.
- 10.5 Ensure appropriate staff development activities are in place for academic and administrative staff engaged in international activities.