



Internationalisation Plan 2007-2011

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This Internationalisation Plan sets out a vision for international operations at the University of Southern Queensland (USQ). It defines the characteristics of the University's international future and then sets out the broad parameters within which we will pursue that future. It deliberately seeks to be future focused, to challenge the status quo and to provide a vision that staff can aspire to achieve. The Internationalisation Plan is supported by the USQ International Operations and Resource Management Plan (ORMP) 2007-2011. The ORMP operationalises the Internationalisation Plan and sets out the specific actions through which the strategy will be achieved. It applies targets and key performance indicators to highlight progress toward the stated objectives.

Background

USQ's international student numbers have grown strongly from 3645 to 9091 between 2000 and 2005. All modes of study have produced student enrolments with the University's international educational partnerships having grown the quickest to the extent that in 2005 they contributed 24.6% of the University's students. Revenue has also grown in this time from \$11,531,000 to \$25,172,000 and the university now has students in over 120 countries.

In developing this strategy the University is conscious that it is operating in a rapidly changing and highly competitive international education market where the ability to meet student and market needs are highly valued. Several universities in Australia and our competitor countries lay claim to or have aspirations to be leaders in the field of transnational education. Transnational education is nonetheless a rapidly growing segment worldwide in the international education industry. The demand background to this document is therefore an exciting one but one that will require USQ to achieve consistent levels of excellence in its planning, implementation and delivery if it is to be a major world player in transnational education.

Goals and Objectives of the International Plan

The goal of the USQ international strategy is to develop a self-consciously internationalised institution, one that is recognised worldwide for the provision of quality higher education services.

We will reach this goal by achieving the following seven objectives:

Objective 1: To develop a range of international partnerships that will enhance USQ's domestic and international reputation

The University of Southern Queensland will be open to a wide range of commercial education partnerships where these links support the development of the University's goal of being recognised worldwide as a provider of quality higher education. The University will only seek partners who can demonstrate a strong commitment to the academic and business processes that are required to run a successful long-term program.

The University will rigorously apply accepted business practices in the selection, development and performance management of its partner relationships and will work collegially to ensure a unified approach with partners and prospective partners. Wherever possible the University will seek to build commercial partnerships that compliment the non-commercial institutional linkages the University develops in parallel.

The University will also be open to developing new institutional and university links where these increase the opportunities for the University's teaching and research interests and our students which complement our commercial international activity. Linkages with institutions in regions that present the greatest student recruitment opportunities will be the initial focus for the allocation of any resources available to promote institutional linkages.

USQ will invest in a small number of strong partnerships and/or institutional linkages where these will build wider recognition of the University of Southern Queensland brand and greater awareness of the high international standing of its transnational education. Similarly we will quickly divest ourselves of non-performing partners or programs that could damage the USQ brand.

Objective 2: To Engage in Effective Marketing and Student Recruitment

USQ will attract sufficient international students and commercially effective partnerships to promote the financial sustainability of the University. It will improve the overall profitability of the University's international operations by building international student revenue to \$35 million by 2011 and will increase revenue per EFTSL from the targeted \$5735 in 2007 to \$6950 in 2011.

USQ will offer programs that combine academic quality with relevance to the wider world, and will channel international students into those programs on its three campuses and offshore by:

- (i) Owning and consistently communicating a brand position as Australia's leading transnational educator.
- (ii) Developing and implementing an end-to-end recruitment process that places the student at the centre of all business processes;
- (iii) Utilising multiple recruitment strategies, including agents, partnership contracts, articulation and direct recruitment through web promotion and in-market activity. We will selectively expand each of these approaches to student recruitment depending on the structure of the market in each target country;
- (iv) Enhancing our marketing and recruitment strategies in existing markets and selectively developing new markets in programs with sustainable futures, particularly those that will contribute to the long-term quality, sustainability and diversity of our international student numbers.
- (v) Promote and expand where appropriate the number of places available to students in preparatory programs for international students (ELICOS, UNIPREP and Foundation studies) and the development of these programs with partners in other locations consistent with maximizing the opportunities for students to enter USQ award programs.

Objective 3: To conceptualise, develop and deliver cost effective, cutting edge programs to meet the needs of international students and education partners.

The University has a proud tradition of being at the cutting edge of developing flexible learning options for students. However the University's international future is inextricably linked to its ability to conceptualise, develop and deliver new, cost effective and flexible solutions to students and partners anywhere in the world based around their specific needs.

The University will continue to develop its face-to-face teaching programs for international students at the three USQ campuses in Toowoomba, Fraser Coast and Springfield. The financial, academic and cultural benefits to the University and the wider community of this traditional mode of study for international students are well documented. Consequently the University will:

- (i) Seek to significantly increase the number of on-campus students as a priority.
- (ii) Deliver its award programs overseas via distance and online mechanisms and will enrol a much larger number of distance direct students
- (iii) Improve the distance model especially in relation to cost minimization.
- (iv) Consider hybrids or new models that keep the University relevant in the market or that will enable us to lead the market. Opportunities will be considered if they meet the needs of the students, are commercially sustainable, and have a positive impact on the international standing and recognition of the University.
- (v) Develop a consistent approach to considering these issues and actively seek the views of the faculties and relevant non-academic divisions of the university.

Objective 4: To provide a quality learning and life experience to all international students

The University of Southern Queensland will put our customers, the students, at the centre of all of our thinking, strategies and business and academic processes. The University will deliver quality learning and life experiences for all international students, through all delivery modes, so that each one becomes an international ambassador for the university. In doing so we will:

- (i) Meet or exceed all standards established by the government (both in Australian and the host country) for institutions recruiting and teaching international students both for onshore and offshore delivery.
- (ii) Increase the specialist resources available to provide services, learning and administrative support to international students, establishing a mechanism to ensure the coordination of all types of support and advice, maximize coverage and effectiveness of available resources. The University will directly link increases in international student numbers to future increases in these services.
- (iii) Provide quality teaching and administration that considers and builds on the transnational nature of the classroom. USQ will provide appropriate assistance and training to University staff (general and academic) and to the teaching and tutorial staff of selected partners to support this aim.
- (iv) Establish a formal means of monitoring international student academic performance, international student needs and their levels of satisfaction. USQ will utilise this information to increase both retention and progression rates of international students.

Objective 5: To establish processes that will enable the University to develop programs that are transnational in content and pedagogical approach

USQ will adopt a rigorous and ongoing university-wide process to internationalise the curriculum. In so doing:

- (i) An international perspective will underpin all new academic program development and reviews of existing programs and the University approval and audit processes will reflect this. The International Education Advisory Group (IEAG) will drive the initial consideration of this process in conjunction with the DVC (Scholarship) and other appropriate groups and make recommendations to VCEX on its implementation.
- (ii) Our commitment to this goal also acknowledges the differences between academic programs and faculties and so each program and faculty will be given the scope to articulate and apply their own means to achieve this goal. Any program proposal or any program change will be asked to identify explicitly how the program is international in content and how it will evaluate success of the internationalisation process as part of the normal program review.
- (iii) The University will develop a library of best practice curriculum internationalisation based on the practices of USQ faculties and drawing on available experience elsewhere.
- (iv) The University will also develop a product mix of award programs that meet international and domestic market needs and we will base these decisions on robust research. We will work with university stakeholders to fully investigate the opportunities for new programs where appropriate and will align market entry or exit decisions with our ability to provide what the market wants.
- (v) The internationalisation of the curriculum will be supported by the development of a student mobility program that incorporates the establishment of university to university exchange relationships that promote inbound and outbound student and staff exchange.

Objective 6: To communicate effectively with all our stakeholders

The University will maximize awareness of the international aspects of the University's international operations and buy-in to them by:

- (i) Fully integrating a student centred approach into all marketing, administration, admissions and academic communication with students.
- (ii) Increasing contact with international alumni to maximize their support for the University.
- (iii) Developing and implementing communication systems within USQ International to ensure our team fully understands and buys into our vision and the action required to achieve it.
- (iv) Consulting with University staff and leading a regular University-wide dialogue on international issues.
- (v) Regularly communicating the tangible and intangible benefits of internationalisation with our wider community.

Objective 7: To establish industry standard policy and governance structures

The University will develop policy, procedures and structures that support its aspiration to be recognised worldwide for the quality of its international education services by:

- (i) Re-establishing the International Education Advisory Group (IEAG) to provide policy advice on international matters to Vice Chancellor's Executive Committee and the Vice Chancellor's Committee;
- (ii) Regularly benchmarking the operational performance of the University's international operations against its principal competitors in Australia.

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