

GRIFFITH UNIVERSITY

INTERNATIONALISATION STRATEGY

1. Introduction

Griffith University seeks to be a leading Australian university with a significant international reputation for research, ideas and the educational experience. To enhance Griffith University's international reputation, and to give direction to the next phase of growth in its international activities, a set of objectives has been developed. These objectives are supported by a set of goals and performance indicators that provide measures for self review. These are set out in Section 4.

Griffith is a multicampus university, with internationally recognised strengths, working within a global context. In its mission, Griffith expresses its commitment to internationalisation, and its aim of producing graduates who have 'respect for social and international diversity'¹. This *Strategy* sets out the University's objectives in internationalisation and explains the implications of internationalisation for the way Griffith University approaches its business.

Griffith has adopted a working definition of Internationalisation as '*the process of integrating an international, intercultural or global dimension into the purpose, functions or delivery of post secondary education*'². Griffith has adopted a set of graduate attributes which give expression to the University's intent to equip its graduates for work in an international, multicultural and multilingual environment³.

The University has taken steps to diversity its staff and student composition, so that by 2007 some 25% of the student population comprises international students, and over 400 of its 1200 academic staff are from a wide range of overseas countries. Therefore, many Griffith staff bring to their work an international perspective, having lived, studied or taught overseas. They bring to our campuses their life and personal experience, knowledge, culture, perspectives and the diversity of their experiences to create and enrich the environment within which all students learn. Griffith University teaches students outside Australia, and values the experience staff gain working in international partner organisations.

The University recognises that membership of the University community by people from many nations and with such a rich background brings a diversity of views and ideas, an understanding of global issues and tolerance and respect for cultural and ethnic diversity. This richness of community creates an environment in which all members can share the views and aspirations of others with widely differing experiences and prepare its members for a role in the global marketplace of ideas, solutions and work.

Griffith has partnerships with universities worldwide; works with others for mutual benefit and to advance its commitment to scholarship and learning and social justice and equity.

2. Strategic Planning Context

Griffith's *Internationalisation Strategy* is framed within the context of the University's *Mission Statement*, *Strategic Plan 2006-2010*, *Griffith 2015, Learning for Success (Academic Plan 3) 2008-2010* and the *Griffith Research Plan 2005-2010*.

The University's Mission Statement is as follows:

In the pursuit of excellence in teaching and research, Griffith University is committed to:

- Innovation

¹ Griffith Graduate Statement

² Knight. 2003, Updated internationalisation definition, *International Higher Education*, 33, 2-3

³ Griffith Graduate Statement

- Bringing disciplines together
- Internationalisation
- Equity and social justice, and
- Lifelong learning.

for the enrichment of Queensland, Australia and the international community.

The *Strategic Plan 2006-2010* set a target for International students to comprise 25% of total student load, which has nearly been achieved.

Griffith 2015 identifies that a key goal is to balance the University's onshore international student profile through the development of selected offshore partnerships for the purposes of teaching, research and engagement.

A key goal in the *Griffith Research Plan* is to be internationally recognised in research through the development of *Griffith Strategic Research Programs* in four or five areas in which the University will be acknowledged as a world-class leader. One of the targets the University has set for achieving this goal includes increasing strategic international linkages by 10% per annum.

A priority for action in *Learning for Success 2008-2010* is the development of curriculum content that prepares students for the challenges of a globalised world and increased opportunities for Australian students to study abroad. Given the globalised world is plurilingual, this may include study of a language other than English (LOTE).

3. International Strategy

The *Internationalisation Strategy* implements the University's commitment to internationalisation by identifying the core objectives to be pursued in the context of the University's mission and Strategic Plans. The objectives state the intent of the University in terms of its staff and student profile, curriculum and partnerships with other universities in Australia and overseas. The supporting Goals and Performance Indicators explicate those objectives by providing clear statements of what the University regards as the standards against which its activities should be judged.

The objectives of the Internationalisation Strategy are:

- To develop international research, learning and teaching initiatives for the benefit of students, staff and other stakeholders, including international partners
- To become internationally known for research that is cutting-edge, interdisciplinary, socially engaged and collaborative in areas of Griffith University research strength
- To recruit, teach and support international students at undergraduate, postgraduate and research higher degree levels and to integrate them into the University community
- To promote intercultural understanding by giving students an international orientation through the development of curricula that are international in perspective and through programs of student exchange
- To deliver transnationally an educational experience equivalent to that offered on-campus in Australia
- To develop strategic partnerships with international organisations of good standing and quality for the articulation of programs, for collaboration in research and scholarship, and for staff and student exchanges
- To develop internationally recognised professionals, capable of engaging in professional practice in a variety of contexts both within and beyond their country of origin or domicile
- To promote the University's capabilities to work in international projects with AusAID, ADB, UNDP, World Bank, local governments and agencies and commercial organisations

- To foster increased capacities of leadership, problem solving, economic and social development and community self-reliance in the less developed parts of the world, especially the Asia-Pacific region
- To foster in academic and professional staff a deep appreciation of internationalisation and its benefits to the University, the county, the region and the world.

Goals, indicators and accountability

This section indicates the University's goals in Internationalisation across different domains of activity, and includes reference to relevant strategy and policy documents. It identifies measures of success and accountabilities.

Research

(International Research Strategy)

Goals

- Griffith University will attract and recruit world-class international researchers to enhance its research profile
- Griffith University will use its international linkages to engage researchers from overseas in collaborative research programs as a means of strengthening partnerships [General IC comment that there is no follow up action or accountability for this one]
- Griffith University will recognise its social obligation to the people of the region and be acknowledged, through the focus and application of its research efforts, as a key contributor to capacity-building in the Asia-Pacific region
- Griffith University will promote demand from international students, individually and in cohorts, for Griffith's Research Higher Degree places and will provide opportunities for knowledge transfer
- Griffith University will attract high achieving international RHD students through its GUIRS scheme

Performance indicators

- Number of research linkages with Universities ranked in the top 400 of the SJT ranking of World Universities
- Number of professorial appointments recruited from overseas
- Numbers of Griffith staff and students involved in international research partnerships
- Numbers of students learning a language other than English (LOTE).
- Numbers of significant projects addressing developing country concerns
- Number of RHD students enrolled at Griffith who are from overseas
- Number of research outputs co-authored with an international collaborator
- Number of research outputs indexed in Thomson ISI databases
- Numbers of international RHD students with Hons 1 or equivalent classification.

Actions and accountability

- Develop a detailed strategy to form a select number of in-depth partnerships with major international universities in our areas of research strength – DVC(R)
- Develop strategies to attract international funding for research – DVC(R)
- Develop strategies to ensure that Griffith researchers publish with top international researchers in the US, UK, Europe and China – DVC(R) and Group PVCs
- Develop protocols for joint RHD programs with top international universities – Dean, GGRS
- Develop collaborative memoranda of understanding and other partnership agreements between Griffith research centres and international partner institutions of top repute – PVC(I)

- Strengthen communications with existing partner institutions to increase awareness of Griffith internationally, in line with ranking strategies – PVC(I)

An Internationalised Curriculum

(Internationalisation of the Curriculum)

Goals

- Griffith University's curricula will, where possible, be international in focus
- Griffith University will facilitate, where possible, international study or work placements for students during their programs of study
- Griffith University will require students to gain a deeper knowledge and understanding of at least one other culture in terms of its customs, history, language, literature, philosophy, economics and politics
- Griffith University will encourage students and staff to learn a second language as a basis for appreciating the challenges of self-expression in a language other than their mother tongue

Performance indicators

- Extent to which programs and courses include international content and themes
- Number of students undertaking international placements for academic study or work experience
- Number of students studying a LOTE
- Extent to which programs and course planning takes account of high international student demand in the global environment

Actions and accountability

- Audit of curriculum for international content and themes (by end 2008) – DVC (A), Director, GIHE
- Embedding international content in program and course planning – Deans (L&T), Chair, Programs Committee
- Promotion of international study and work placements – PVC(I), Group PVCs
- Consultations with international stakeholders and Griffith International when planning changes to programs of high international student demand to ensure that proposed changes do not have an adverse effect in the international context – PVC(I), Group PVCs

Student Experience and Support

(All Relevant Policies Affecting Students on Undergraduate and Postgraduate Programs)

Goals

- The University's policies on admission, credit, student progress, academic misconduct, student grievances and appeals will be applied consistently and fairly to all students and across all programs
- Griffith University will provide students with the study and language support, both generic and in a disciplinary context, necessary to give them every chance to succeed at University
- Griffith University will produce graduates who are competent in the English language
- Griffith University will monitor the retention and progression rates of international students, generally and by entry pathway
- Griffith University will produce graduates who are well prepared for the workforce to meet employer expectations

Performance indicators

- International student satisfaction as measured by student surveys
- Language competency measures of graduating students

- Retention and progression rates of international students
- International graduates in leadership positions in Australia or elsewhere
- International graduates are connected to the University through an alumni
- Graduate employment rates in Graduate Destination Survey as reported by the Graduate Careers Council of Australia

Actions and Accountability

- Application of policies –Officers named in relevant policies, PVC (Learning and Student Outcomes)
- Provision of language and learning support – PVC (I), PVC (INS), Group PVCs
- Complete a review of English language pathways (both entry and exit) (by end 2008) – DVC(A), PVC(I)
- Development of reports monitoring progression and retention rates of international students generally and by entry pathway (by end 2008) – Director QPS, Director FBS
- Consultation with industry and employer groups to ascertain whether graduates are meeting employer expectations – Group PVCs

Staff Development

(Internationalisation of the Curriculum)

Goals

- Griffith University will provide staff with the training and skills necessary to teach diverse student groups with different learning styles and traditions, from non-English speaking backgrounds, and to promote cultural safety in the learning environment
- Griffith University will provide training and support for staff to develop an internationalised perspective
- Griffith University will encourage staff to use blended cohorts of Australian and international students as a resource in the learning environment to explore the diversity in their classrooms, to develop a more truly global outlook and identity, and to feel comfortable working with cultural and racial differences
- Griffith University will provide professional staff with the training and skills necessary to facilitate positive student experiences for international student clients

Performance indicators

- Staff participation in professional development activities provided in these areas

Actions and accountability

- Review of the University's definition of the Internationalisation of the Curriculum – DVC(A), Director, GIHE
- Provision of professional development program for academic staff in the field of internationalisation and professional staff to enhance the international student experience – DVC (A), Director, GIHE, PVC(INS), PVC(A)
- Student satisfaction surveys of both international and domestic students in the classroom

International Student Recruitment and Scholarships

(International Experience Incentive Scheme (IEIS) Policy, International Student Exchange Program)

Goals

- Griffith University will have scholarships, arrangements with scholarship funding bodies, exchange arrangements, and other policies to assist students from overseas to come to study at Griffith University
- Griffith University will recruit international undergraduate, postgraduate and RHD students globally
- Griffith University will achieve, as far as possible, an onshore international student program, with a good spread across disciplines, campuses and degree levels

Performance indicators

- Number of students coming to Griffith on scholarships (domestic and international)
- Numbers of countries from which Griffith's international student body is drawn
- Spread of international student load across academic groups, programs and campuses
- Achievement of student load targets in the University's Strategic Plan

Actions and accountability

- Development of recruitment plans and exchange agreements – PVC (I), Group PVCs
- Provision of scholarship support – DVC (R), Group PVCs
- Development and support of links with scholarship bodies – PVC (I)
- Provision of reports monitoring recruitment of students by Group, program and campus – Director, QPS, PVC (I)

Partnerships

(International Partnerships Policy, Faculty Review Process)

Goals

- Griffith University will establish research and teaching partnerships of clear mutual benefit with organisations of quality and good standing

Performance indicators

- Number of research and teaching linkages with Universities ranked in the top 200 of the Shanghai Jao Tong (SJT) ranking of World Universities, or the top 200 of any one of the SJT discipline rankings.

Actions and accountability

- Development of strategy for international research linkages – DVC (R)
- Development of international teaching partnerships – Group PVCs, PVC (I)
- Development of linkages for international benchmarking – DVC (A), Group PVCs

Transnational (offshore) Teaching and Scholarship

(Procedure for Planning, Developing and Approving Transnational Programs.)

Goals

- Griffith University's transnational program offerings will be developed in strategically targeted areas to balance the University's onshore international student profile, to promote international brand recognition of the University, and to stimulate demand for onshore programs
- All transnational students will, as far as possible, experience the same quality of teaching; and assessment standards will be applied fairly and consistently to all students
- Griffith University will ensure that transnational student assessment is equivalent to onshore requirements in terms of learning outcomes, while acknowledging that individual student assessment tasks may be adapted to meet the needs of transnational students

- Griffith University staff teaching offshore will be subject to equivalent supervision, evaluation and performance review standards as those onshore and provided with comparable support mechanisms

Performance indicators

- Number of transnational programs supporting strategic objectives
- Retention and progression rates of transnational students

Actions and accountability

- Development of business plans for transnational activity – PVC (I), Group PVCs
- Application of policies – Academic Registrar, Chairs of Assessment Boards, Chair Programs Committee
- Provision of student learning resources to transnational students – Deans L&T, Program Convenors

Quality Assurance

(Procedure for Planning, Developing and Approving Transnational Programs, Language of Instruction, Review of Transnational Programs)

Goals

- Griffith University programs will have the same graduate outcomes, regardless of their location, mode of delivery or language of instruction, and the same core courses and the same standards applied in the assessment of learning outcomes
- Griffith University programs will normally be delivered in English. Where approval for delivery in a language other than English is given, arrangements for assessment of student performance and quality assurance are explicitly approved by Academic Committee
- Griffith University will be responsible for the quality of the teaching, assessment, staff, recruitment and training for all its transnational programs
- Griffith's quality assurance processes will ensure that all programs are delivered to a high standard, comply with all relevant agreements and fulfil all recruitment promises

Performance indicators

- Satisfaction measures of offshore students
- Progression and retention rates of offshore students
- Comparable learning and assessment outcomes for offshore students

Actions and accountability

- Conduct of regular audits of offshore activity – Chair, Programs Committee

Implementation

This *Strategy* will be implemented through:

- The continuous review and updating of the University's relevant policy frameworks
- The collection and reporting of data relating to performance indicators identified in this *Strategy*
- Implementation of specific actions identified in this *Strategy*, and
- Specific implementation steps identified below.

A. International Policy Framework

To implement these objectives the University has established the following detailed policies and the procedures for their implementation:

- Language of Instruction
- English language requirements for international students contained within the Admission Policy for Undergraduate Programs and the Admission Policy for Postgraduate Programs
- International Experience Incentive Scheme (IEIS) Policy
- International Student Exchange Program
- Review of Offshore Programs
- Internationalisation of the Curriculum
- Procedure for Planning, Developing and Approving Transnational Programs
- Procedures for Review and Approval of Tuition Fees for International Students

These policies will be continuously monitored to ensure they support the University's strategic objectives.

B. Collection of and reporting of data

This *Strategy* identifies a number of performance indicators against which the University will track and monitor its progress towards implementation of its Internationalisation goals. Reports on progress against the actions in this *Strategy* and against performance indicators will be presented twice yearly to Executive Group and to Academic Committee.

C. Roles and responsibilities

In addition to the specific accountabilities outlined in this *Strategy*, there are elements within the University that have specific roles in relation to internationalisation:

(a) Griffith International

Griffith International comprises the

- International Business Development Unit – responsible for the management of international development assistance projects for donor agencies such as AusAid and professional short courses for foreign governments, international institutions and corporations
- Griffith English Language Institute – responsible for English Language Intensive Courses for Overseas Students (ELICOS), English language testing services, academic and discipline-specific English for professional programs, and the
- International Office – responsible for international marketing (to attract international students and to increase Griffith's internationalisation through exchange, pathway and research partnerships) and international student administration (to support admissions, student support and compliance).

Griffith International supports the University's Internationalisation objectives, both onshore and offshore, by:

- Providing expert advice on onshore international student recruitment strategy, and executing agreed strategies in conjunction with academic groups
- Advising on the specific support needs of international students, and meeting those needs in conjunction with other student support units in the University
- Promoting cross-cultural understanding and supporting the University's objectives to produce graduates with an international outlook by facilitating and supporting international student exchange experiences.
- Providing expert advice on offshore activities, for award and non-award courses, technical assistance and international projects, and the business support for those activities where relevant,
- Recognising, supporting and extending the University's research objectives by advising on and facilitating scholarly linkages with other Universities around the world; and
- Raising awareness of Griffith University internationally through communications with international partners, newsletters and articles etc., highlighting Griffith's strengths', academic and research achievements and items of global interest.

Leadership for Griffith International is provided by the Pro Vice Chancellor (International) who is responsible for development and execution of the international student recruitment strategy, international projects, global partnerships, and student mobility and support.

(b) Internationalisation Committee

This Committee was established in 2002. Its terms of reference will be reviewed in the light of the recent Review of Griffith International.

(c) Group Director of Internationalisation

Each group will establish a senior role, to be called Director of Internationalisation, with responsibility for leading the group's implementation of this *Strategy*, with a clearly defined position description and accountability, as recommended by the Review of Griffith International. Where Groups have already located this responsibility in an existing role, the establishment of a new Director of Internationalisation position is not required. Where this *Strategy* locates accountability with the group PVC, this may be delegated to the group Director of Internationalisation or their equivalent. The University will develop a standard position description and selection criteria for this role.