INTERNATIONALISATION STRATEGY 2011–2013

Griffith’s Internationalisation Strategy is framed within the context of the University’s Mission Statement, Strategic Plan 2009-2013, the Academic Plan 2011-2013 and the Griffith Research Plan 2009-2013. The University aims to enhance its reputation internationally, as a top-quality institution for research and teaching that provides:

- A research environment producing research outputs of international quality, tackling issues of international significance, and establishing strategic linkages in research and scholarship with international research institutions of the highest repute
- An internationalised curriculum and internationalised learning experiences that aim to develop a set of graduate attributes that equip its graduates with international perspectives and for work in an international, multicultural and multilingual environment
- A university experience that attracts international undergraduate, postgraduate and higher degree research students to study here, and ensures that they receive a high-quality education and a satisfying campus and study experience
- A dynamic and vibrant work culture that attracts top-quality staff from around the world, which encourages international collaborations and exchanges of staff in research and scholarship, and fosters in academic and professional staff a deep appreciation of internationalisation and its benefits to the University, the country, the region and the world
- A small number of high-quality, transnational programs in disciplines and overseas locations of strategic importance, and
- A vibrant and inclusive alumni network that includes its international graduates.

Goals, Indicators and Accountability

Griffith University’s goals in internationalisation are specified across different domains of activity, and include reference to relevant strategy and policy documents. Measures of success and accountabilities are identified.

1. Research

Goals

- A key goal in the Griffith Research Plan is to be internationally recognised in research through the Areas of Strategic Investment (ASIs) 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.
- The University will attract and recruit world-class international researchers to enhance its research profile. Within the context of the Research Plan 2009-2013, ‘world-class’ is seen as a standard of achievement and statement about the quality of research, not a geographical reference. Similarly not all research involving international collaborators will necessarily be world-class.
- The University will demonstrate research of international standing and excellence in all our discipline areas.
- Research centres at Griffith will be expected to carry out research of international and national standing. Research quality will be enhanced by benchmarking to the world as well as Australia.
• The University will promote demand from international students, individually and in cohorts, for Griffith’s Higher Degree by Research programs.
• Higher Degree by Research dissertations will be examined by scholars of international standing, and students will publish or produce outputs of international standing.
• The University will establish strong and productive research partnerships with high-quality international institutions.

**Actions and accountability**

1. Develop strategies to attract international funding for research – DVC (R)
2. Review international research linkage programs (e.g. international workshops and travel fellowships) to ensure that verifiable research outcomes are accruing, and commit to strengthening and focusing these programs over time – DVC (R)
3. Develop strategies to ensure that Griffith researchers publish with top international researchers in North America, UK, Europe and China – DVC (R) and Group Deans (Research)
4. Develop protocols for joint HDR programs with top international universities – Dean (GGRS)
5. Develop strategies to increase number of HDR scholarships from external sources – Dean (GGRS), PVC (I)
6. Develop active and productive collaborative memoranda of understanding and other partnership agreements between Griffith research centres and international partner institutions of top repute – PVC (I), Group PVCs
7. Strengthen communications with existing partner institutions to increase awareness of Griffith internationally, in line with ranking strategies – PVC (I), Group PVCs
8. Develop strategy for international research linkages – DVC (R), Group PVCs
9. Develop methodologies to assist research centres and ASIs to undertake international benchmarking – DVC (R)

**Performance measures**

1. Number of Higher Degree by Research (HDR) students enrolled at Griffith who are graduates from highly ranked overseas higher education institutions
2. Number of international HDR students with Hons 1 or equivalent classification
3. Number of higher degree by research scholarships provided by external organisations (AusAid, Government scholarships etc)
4. Number of research outputs co-authored with an international collaborator
5. Competitive research grant income from overseas funding bodies
6. International discipline rankings
7. Number of research linkages with Universities ranked in the top 200 of the Shanghai Jiao Tong (SJT) Ranking of World Universities, or the top 200 of any one of the SJT discipline rankings

2. **An Internationalised Curriculum**
A priority for action in Griffith University’s Academic Plan 2011-2013 is the development of a curriculum and educational experience that prepares students for the challenges of a globalised world and increases opportunities for Australian students to study abroad.
Goals

- The University will offer curricula and educational experiences that include specific learning experiences that aim to develop respect, awareness, knowledge and skills to prepare students to interact effectively in culturally or linguistically diverse contexts and/or contain global and international perspectives on a discipline. Griffith will aim 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. The curriculum will, where appropriate, be international in focus and will:
  - Encourage students to gain a deeper knowledge and understanding of international perspectives such as history, culture, language, literature, religion, philosophy, economics and/or politics of other countries
  - Encourage overseas exchange, placement or experience
  - Foster intercultural sensitivity, cultural understanding, and/or teach intercultural communication skills
  - Encourage students to study a foreign language.
- The University will promote its capabilities to work in international projects with AusAID, ADB, UNDP, World Bank, local governments and agencies and commercial organisations.
- We will develop strategic partnerships with international institutions of good standing and quality which allow articulation of programs and student exchanges, and the University facilitates, where appropriate, international study, work placements or exchanges for students during their programs of study.
- The University will provide our staff with the opportunity for professional development to enhance their skills and knowledge relevant to internationalisation of the curriculum.

Actions and accountability

1. Audit curriculum for international content and themes -- DVC (A), Director (GIHE)
2. Embed international content in program and course planning – Deans (L&T), Chair, Programs Committee
3. Promote the study of international languages and/or international cultural studies – Group PVCs, Deans (L&T)
4. Promote international study and work placements – PVC (I), Group PVCs
5. Develop international teaching pathways and articulations – Group PVCs, PVC (I), Dean (GGRS)
6. Provide staff professional development relating to internationalisation of the curriculum – Director (GIHE)

Performance measures

1. Extent to which programs and courses include international content and themes
2. Number of students studying a language other than English and/or international cultural studies
3. Number of students undertaking international placements for academic study or work experience
4. Number of students studying at Griffith who have entered via articulations with international education institutions or agreements with international agencies.
3. **International Onshore Students and their Student Experience**

Griffith University recognises the value of our diverse student body, where students of many nationalities and backgrounds contribute to the global character of the University for the benefit of all. Many international students have additional needs in relation to English language support and study skills to assist them to succeed academically when they are studying in a second language. The University has a responsibility to provide them with not only a high-quality educational experience, but also a safe, respectful and welcoming environment.

**Goals**

- The University will provide a high-quality learning experience of strong international reputation, that attracts high-quality undergraduate, postgraduate and higher degree research students to study here.
- The University will achieve, as far as possible, an onshore international student cohort with an appropriate balance across country of origin, disciplines, campuses and degree levels.
- The University will identify and promote sources of scholarships to assist students from overseas to come to study at Griffith.
- The University will aim to ensure that its international students enter with the level of English language skills and academic entry standards considered necessary for successful program completion.
- The University will provide students with the study and language support necessary to give them every chance to succeed at University and to participate fully in University life.
- The University will aim to provide a satisfying university experience for its international students in an environment that is safe, respectful, and that facilitates the development of supportive relationships, including interactions with domestic students and Australian culture.
- The University will develop and support proactive, preventative approaches to the safety of international students through on-campus programs and liaison with community, government and law enforcement organisations.
- The University will produce international graduates who are well prepared for the global workforce to meet employer expectations.
- The University will develop a volunteering program and appropriate career development learning programs and services to provide students with the opportunity to enhance their employability skills.
- The University will maintain a vibrant and inclusive alumni network that includes its international graduates.
- The University will ensure that its policies and practices are applied equitably to support the needs of international students, and that international students are treated with the same fairness and respect as its domestic students.

**Actions and accountability**

1. Develop recruitment plans and exchange agreements – PVC (I), Group PVCs
2. Identify and promote sources of scholarship support and develop links with scholarship bodies – DVC (R), Dean (GGRS), Group PVCs, PVC (I)
3. Continue the review of English language entry standards and academic entry standards and their application – PVC (I), DVC(A)
4. Provide language and learning support – PVC (I), PVC (INS), Group PVCs, DVC (A)
5. Provide reports for monitoring international student enrolment, progression, retention and success rates generally and by entry pathway, including by group, program and campus – Director (PFS), PVC (I)
6. Provide reports for monitoring international HDR students: numbers, completion rates and PREQ responses – Dean (GGRS)
7. Coordinate events on campus to recognise and celebrate cultural diversity – DVC and Provost, PVC (A), PVC (I)
8. Develop student community engagement plan – PVC(I)

Performance measures

1. Achievement of student load targets
2. Number of international students coming to Griffith on scholarships funded by external agencies
3. Number of countries from which Griffith’s international student body is drawn
4. Spread of international student load across academic groups, programs and campuses
5. Favourable responses on the International Student Barometer (ISB) and from international students on the CEQ
6. Retention, progression and success rates of international students
7. Number of international graduates connected to the University through an alumni network

4. Transnational (Offshore) Teaching and Scholarship

Griffith University aims to establish a small number of high-quality teaching programs offshore, in partnership with reputable institutions, where these strengthen the international reputation of Griffith or where they are of strategic value and can be justified financially.

Goals

• The University’s transnational program offerings will be developed in a small number of strategically targeted disciplines and international locations 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 experience equivalent quality of teaching and access to appropriate educational resources as onshore 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.

Actions and accountability

1. Develop business plans for future transnational activity – PVC (I), Group PVCs
2. Apply policies – Academic Registrar, Chairs of Assessment Boards, Chair Programs Committee, Chair Board of Graduate Research
3. Provide student learning resources to transnational students and monitor transnational student evaluations – Deans L&T, Program Convenors
4. Ensure transnational graduates are included in alumni programs – Director, Development and Alumni
Performance measures

1. Scheduled reviews of business plans for offshore programs
2. Retention and progression rates of transnational students
3. Student evaluations of transnational programs using appropriate measures

5. Staff

Griffith University aims to recruit top-quality staff from within Australian and overseas. Currently Griffith has a high proportion (over 40%) of staff from overseas backgrounds, and who come from a large number of countries. They bring to our campuses an international perspective, reflecting their life and work experience, knowledge, and culture. Griffith University also teaches students outside Australia, and values the experience that staff gain from working with international partner organisations.

The University recognises that membership of the Griffith 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 also one that prepares its members for a role in the global marketplace of ideas, solutions and work.

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

Goals

- The University will embrace and support the cultural diversity of its staff.
- The University will ensure that its job search strategies in the recruitment of academic staff include advertising overseas, wherever appropriate.
- The University will provide academic staff with the opportunity for training and skills necessary to teach diverse student groups with different learning styles and needs.
- The University will provide general staff with the opportunity for relevant training in dealing with culturally and linguistically diverse students.

Actions and accountability

1. Include overseas advertising in academic recruitment where strategically appropriate – Group PVCs, Director (HRM)
2. Provide staff professional development relating to cultural competency and student diversity – Director (GIHE), Director (HRM)

Performance measures

1. Proportion of academic staff from international backgrounds who are successful at promotion.
2. Number of staff attending workshops and professional development opportunities relating to inter-cultural competency and student diversity
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 measures 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:
- 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 measures 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 measures will be presented annually 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

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. 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
• International Office – responsible for international marketing (to attract international students and to increase Griffith’s internationalisation through exchange, pathway and research partnerships), international student administration (to support admissions, student support, scholarship/sponsorship and compliance), and study abroad with exchanges.

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 and other engagement 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.

(b) Internationalisation Advisory Committee
The Committee’s role is to monitor and provide advice concerning all aspects of the University’s international activities.

(c) Group Pro Vice Chancellors
Each Group Pro Vice Chancellor is responsible for leading the group’s implementation of this Strategy.