



LA TROBE UNIVERSITY

AUSTRALIA

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**International Engagement Plan
2008 - 2012**

International Engagement Plan

As part of the global community the University seeks to build on its international engagement activities over the next five years. The University's international engagement will be built around meaningful relationships with a particular focus on the Asia Pacific region, but not precluding relationships elsewhere in the world where there is a strong link to the University's strategic directions and strengths.

The University will not develop offshore campuses, but will build its international engagement through a hierarchy of relationships. The hierarchy will differentiate the intensity and range of types of interactions between La Trobe University and the partner institutions.

Key partnerships

There will be a limited number of whole of University high level multi-layered formal partnerships that will encompass a full range of engagement activities including:

- Student exchange
- Academic and administrative staff exchange
- Research partnerships and exchange
- Dual qualifications
- Delivery of transnational programs
- Short course programs
- Joint bids for international projects
- Curriculum exchange
- Shadowing programs

Major partnerships

In addition to the Key partnerships there will be a number of relationships that may be either at the University level or focussed on a single faculty or research centre where there are particular areas of shared interest. These arrangements will not cover the full range of activities of the Key Partnerships, focussing on a smaller number of the elements of engagement. These relationships may include aid or developmental programs, discipline specific exchange or placement arrangements where the faculty or research centre has particular strengths, capacity or need.

Individual partnerships

These relationships might occur at school or program level but may also include the activities of individual staff. The vitality of these arrangements needs to be recognised, but there will generally be no need for a formal enabling agreement.

The La Trobe University Strategic Plan 2008-2012 presents the following objectives for the planning period:

1. Increase the size and diversity of the international student body
2. Increase the cost effectiveness and ensure the strategic alignment of teaching and research partnerships
3. Foster an enriching student experience for onshore international students as an integral part of the University student engagement strategy
4. Stimulate international awareness in staff and students through curriculum development, student and staff mobility, and increased engagement with international students.
5. Improve the efficiency and effectiveness of the University's international marketing programs.

1. Increase the size and diversity of the international student body

- Increase the range of entry pathways to the University for international students through partnerships and articulation and advanced standing agreements with offshore institutions as well as Australian TAFE institutions, development of the Bundoora International Pathways Program and strengthening and improved alignment of existing ELICOS and Foundation programs
- Diversify the international student profile through the continued development of priority markets as well as the exploration and development of new target markets
- Develop and refine the international student scholarship program to ensure opportunities for talented international students
- Provide enhanced market research support to enable Faculties to identify and develop courses for which there is demand in order to attract increased numbers of international students.
- Ensure appropriate promotion of new course developments
- Ensure course approvals processes are sufficiently streamlined to allow rapid response to emerging developments, while requiring due consideration of market demand and business planning principles

2. Increase the cost effectiveness and ensure the strategic alignment of teaching and research partnerships.

- Develop an international partnership framework and model agreements for Key and other partnerships, to ensure a consistent University approach to building sustainable and mutually beneficial relationships
- Continue to participate in appropriate international networks of universities
- Act as a good global citizen by participating in development or aid programs in areas of particular strength or capacity in the University
- Ensure provision of adequate staffing, library and ICT resources at offshore teaching or research training locations to assist in achieving comparability of learning outcomes
- Review teaching modes to ensure courses provide a high quality learning environment to meet local educational needs and aspirations
- Provide support and recognition for distinguished visiting international scholars in areas aligned to University research strengths
- Foster and financially support participation by staff in international research and teaching relationships
- Through partnerships, monitor and maintain good international practice in curriculum and content development
- Suitably recognise and reward through the promotions processes internationally recognised research

3. Foster an enriching student experience for onshore international students as an integral part of the University student engagement strategy

- Provide extra support and resources for enhancing the international student experience in Australia, including extra curricular, community involvement and relationship building, through both La Trobe International and the Office of Student Engagement
- Involve local government, service clubs and community organisations in providing opportunities for community interaction including volunteer work and other community engagement activities
- Engage local industry to secure work placements during studies and graduate work opportunities
- Fully integrate international student enrolments into the University Student Information System
- Ensure that University Policies and Procedures related to all aspects of the student experience are inclusive of the needs of international students

4. Stimulate international awareness in staff and students through curriculum development, student and staff mobility, and increased engagement with international students.

- Increase outward student mobility through a range of means including exchange programs of semester or year long duration with maximum possible academic credit given for studies elsewhere, short exchange and study programs with credit, offshore internships and clinical placements
- Ensure the broadest possible access to outward student mobility through the promotion and administration of the program and the continuous development of the associated travel grant program
- Enhance staff mobility through recognition of offshore visits and anticipated outcomes in selection criteria/rankings of Outside Studies Programs.
- Maintain a staff profile that is culturally diverse and culturally aware
- Ensure that the curriculum identifies learning outcomes that enable students to operate in a global environment
- Ensure that admission standards in English proficiency match sector standards
- Identify through diagnostic evaluation/assessment students at risk in first year and provide systematic support, followed by mid-point and end-point evaluation
- In recognition of the benefits for both domestic and international students increase the number and type of extra curricular activities to foster enhanced interaction between these student cohorts, through the Office of Student Engagement
- Maintain the engagement of graduated students through the activities of the Alumni Office

5. Improve the efficiency and effectiveness of the University's international marketing programs.

- Develop a comprehensive three year international marketing plan that allocates appropriate resources to the attainment of clearly identified targets in priority markets
- Ensure that the centrally produced international marketing plan is fully integrated with the planning processes at the Faculties and LTUIC
- Continue to position La Trobe University as a destination of choice through the established network of international recruitment agents
- Continue to build the university's market intelligence gathering capacity to inform product development and positioning including pricing strategy
- Maintain collaborative marketing relationships with a range of priority pathway partners such as NMIT that supply well prepared students to La Trobe award programs
- In recognition of the power of word-of-mouth marketing ensure that LTI and the Office of Alumni Relations are fully aligned and adequately resourced to maximise the potential in the international alumni network
- Strengthen the network of La Trobe in-country recruitment offices and staff in a range of priority markets

Enabling strategies

- The appointment of a DVC(International and Future Students) to provide oversight and strategic direction for international engagement and international student recruitment and to develop and monitor the framework for international partnerships and model agreements
- Allocation of adequate resources for the promotion of international programs and engagement
- Additional resources to be allocated to the Office of Student Engagement in order to further develop and implement strategies for enhancing the wider student experience
- Appropriate financial support for outward student mobility
- Allocation of adequate resources for the development of the international alumni network
- Transition of international students including those at the LTUIC to the University Student Information System
- Enhanced integration of LTUIC students into the activities of the wider University
- Continuing development of Policy and Procedures to be more inclusive of international students
- Revision of Outside Studies Program guidelines and Staff performance management and promotions criteria to ensure recognition of international engagement contributions
- Increase awareness amongst academic and general staff and students of the relevant compliance frameworks and the tools for continuous improvement.
- Regular quality audits of key programs and activities

Key Performance Indicators

Performance measurement

Our strategies will have been successful if, by 2012:

1. International on-shore student load has increased to the EFTSL stipulated in the University's load target documentation.
2. Revenue from pathway programs is \$29 million per annum.
3. The number of La Trobe students undertaking an international study experience has increased to 12% (Australian Universities International Directors' Forum, AUIDF, benchmark).
4. Administrative and marketing costs per international EFTSL have declined by 8%.
5. International student satisfaction with learning experience has increased.