

ECU International Functional Plan 2011-2013

1. PURPOSE

This Functional Plan will provide a framework for the achievement of ECU's Internationalisation goals in the period to 2013, building on the priorities established in the University's strategic planning document *ECU: Engaging Minds, Engaging Communities: Towards 2020*.

2. INSTITUTIONAL CONTEXT

Against a backdrop of increased globalisation of economies and societies, the University has set a strategic priority of internationalisation - the process of integrating global and/or intercultural perspectives into the University's learning, teaching, research and services as defined by the Internationalisation Policy. This Policy governs the International Functional Plan in the context of:

ECU's Mission: To further develop valued citizens for the benefit of Western Australia and beyond, through teaching and research inspired by engagement and partnerships; and

ECU's Vision: For our staff, students and graduates to be highly regarded as ethical and self-reliant contributors to more prosperous, inclusive and sustainable communities.

2.1 OVERALL AIMS

The long-term aim of ECU Internationalisation is to assist the University to be internationally competitive and to enable its students and staff to be recognised as "globally aware citizens".

The International Functional Plan provides a planning framework for activities which:

- ensure a unitary integrated approach to all internationalisation activities across the University;
- enrich the learning experience of students, both domestic and international students, through study mobility programs off-shore and on-shore;
- enhance the teaching experience of staff members, both from ECU and/or partner's staff, through articulation arrangements to on-shore programs and the delivery of off-shore programs;
- intensify the research experience of staff members through staff exchange programs off-shore and on-shore; and
- increase ECU's international competitiveness and profile through the establishment of international institutions for research and education on-shore and off-shore.

The ECU International Functional Plan articulates the priorities and directions for international activities and operations. By the end of this planning period (2013):

- Significantly more ECU's students [both domestic and international] and of staff members [ECU staff, partner's staff and adjunct staff] will have opportunities to undertake their learning, teaching and research activities through their experiences in their professional and personal interactions with others in international and intercultural contexts. ECU students will be encouraged to study abroad through an increased focus on the internationalisation of curriculum.
- ECU's international profile will be enhanced by internationalised teaching, learning and research as demonstrated by the quality of academic programs, graduate outcomes and research publications. The focus will be on promoting international research cooperation.
- ECU's international reputation will be enhanced by establishing mutually-beneficial international partnerships with prominent universities and organisations throughout the world. The focus will be on developing key partnerships with international institutions and academics in a limited number of key countries and regions.
- ECU will have completed a range of targeted KPIs in international operations. ECU's international students will comprise around 30% of the total students studying at ECU's campuses on-shore and off-shore. Domestic students who have study-abroad experiences will comprise around 3% of the total students studying at ECU.

2.2 PLANNING CONTEXT

ECU's commitment to internationalisation is consistent with the University's strategies for the period to 2020, as set down in Engaging Minds; Engaging Communities. The document identifies four strategic priority areas:

1. Engaging and serving our communities;
2. Providing a supportive and stimulating learning community;
3. Developing research focus, depth and impact; and
4. Building organisational sustainability.

In addition, the goals, strategies and initiatives of the Functional Plan are informed by three sets of guidelines of:

ECU Values;

- Integrity: behaving ethically and pursuing rigorous intellectual positions.
- Respect: valuing individual differences and diversity.
- Rational Inquiry: motivated by evidence and reasoning.
- Personal Excellence: striving to realise potential

External factors:

- international markets for higher education is increasingly competitive;
- fluctuations in international currency markets have significant impact on student mobility;
- international markets for commodities, investments and services change rapidly;
- teaching and research products and services are increasingly subject to global influences;
- students have an international perspective and seek travel opportunities; and
- graduates and employers require globally-portable skills and qualifications.

Internal parameters in international operations

- shared priorities across faculties/schools/centres;
- executive responsibilities;
- integrated approach university-wide (unitary model);
- consideration of long term sustainability;
- quality assurance and compliance;
- risk management and financial viability.

The International Functional Plan 2011-2013 will help inform the operational plans of ECUI and ECU's faculties, schools and centres.

3. NATIONAL AND STATE CONTEXT

International education is under re-assessment nationally as a consequence of some adverse experiences of international students in Australia. This has caused concern at most universities regarding the quality of education service and the need for the social and cultural integration of international students. ECU's Internationalisation Policy and the Internationalisation of Curriculum Policy have strategically positioned the University with an integrated international perspective.

WA is a highly internationalised state in Australia in terms of export of resources, goods and services and is also strongly connected with large economies in Asia and South East Asia. There is a strong need for WA universities to provide graduates who are well equipped to work with Asian economies. ECU has embedded into this Functional Plan the goal to contribute to the internationalised learning, teaching and research, our students and staff and prepare future graduates with these valuable attributes.

Professor Tony Watson
Deputy Vice-Chancellor (International)
November 2010

4. INTERNATIONALISATION GOALS, ACTIONS AND INITIATIVES

STRATEGIC PRIORITY 1: Engaging and serving our communities

Goal 1. To build a reputation for academic outreach, research and creative output which impact and serve the needs of ECU's communities

Actions/ Initiatives	Performance Measures	Responsibility	Timeframe
1.1 Implement a unitary regional management model and planning system to focus resource allocation and maximise outcomes	Increase student mobility, program mobility, staff mobility and grow institution relationships.	DVC(I) Dean (I) Executive Deans	July 2011
1.2 Implement the ECU International Partnership Development and Marketing Plan	3% growth in all KPI areas	DVC(I) Dean (I) Executive Deans	Commencing 2011
1.3 Develop and operate a long term University wide Alumni strategy to raise recognition of and involvement in, International Alumni activities	Develop and implement an agreed long term strategy Pilot the Alumni strategy in one key international market	Dean (I) DVC (R&A) Executive Deans	Complete one key market by November 2011

STRATEGIC PRIORITY 2: Providing programs to meet the needs of our communities, in a supportive and stimulating learning environment

Goal 2. To be responsive to students and employers through a relevant and engaged curriculum

Actions/ Initiatives	Performance Measures	Responsibility	Timeframe
2.1 Develop new courses and offerings (products) in areas of opportunity and informed by market intelligence	4 new courses available to International students	Dean (I) / ADI Executive Deans Heads of School /ADTL	Completed November 2013
2.2 Maintain and enhance the quality of ECU's courses (products) by undertaking benchmarking activities in the International context	Increased international student numbers Improved Graduate Satisfaction with Courses Improved benchmark indicators	Dean (I) / ADI Executive Deans Heads of School /ADTL	Continuous operations
2.3 Maintain and enhance the quality of ECU's partnership programs through a program of off-shore reviews and embedding recommended changes.	Reduction in action items resulting from the reviews	Deans (I) / MPDS / ADI Executive Deans Heads of School / ADTL	In accordance with offshore review program
2.4 Embed internationalisation of teaching and research.	Improved Satisfaction with Courses (UTEI)	DVC (A) PVC (T&L) Heads of School / ADTL Course Coordinators	Ongoing

Goal 3. To enhance student support services and learning experiences				
Actions/ Initiatives	Performance Measures	Responsibility	Timeframe	
3.1	Maintain and enhance the quality of an international student's experience.	Increased international student experience as measured by the International Student Barometer (ISB) and ECU Student Satisfaction Survey	Dean (I) Director SSC Heads of School	Continuing
3.2	Closely engage and work with SSC to improve services to international students	Improved international student experience as measured by the International Student Barometer (ISB) and ECU Student Satisfaction Survey	Dean (I) Director SSC	Ongoing
3.3	Develop and promote a student mobility study abroad program with in-bound and out-bound opportunities	A 3% increase to in-bound and out-bound student numbers per year	Dean (I) MPDS AD (I)	Annual 3% increases to 2013
3.4	Closely engage and work with international partners/agents to improve pre-enrolment services	Increased international student numbers	Dean (I) MPDS MIA	Continuing
STRATEGIC PRIORITY 3: Developing research focus, depth and impact				
Goal 4. To increase research collaboration within and external to ECU				
Actions/ Initiatives	Performance Measures	Responsibility	Timeframe	
4.1	Foster and develop international research collaboration between ECU and other institutions	Develop three joint international research projects per year Develop one international research institute by 2013	Dean (I) Executive Deans Heads of School ADR DVC (R&A)	2013
Goal 5. To increase Research Higher Degree student enrolments and completions				
Actions/ Initiatives	Performance Measures	Responsibility	Timeframe	
5.1	Increase the number of international PhD students through partnerships with international institutions	Increased number of international PhD students Increase the number of research partnerships with international institutions	Dean (I) MPDS Dean (GRS) Executive Deans ADR	Continuing
5.2	Increase the proportion of international students in postgraduate coursework and postgraduate research programs	10% increase over 2010 by 2013	Dean (I) MPDS Dean (GRS) Executive Deans ADR	April 2013
5.3	Implement an international scholarship plan	10 HDR scholarships per year for international students	Dean (I) DVC (R & A) Dean (GRS) Executive Deans ADR	Continuing

STRATEGIC PRIORITY 4: Building organisational sustainability

Goal 6. Through a University wide integrated approach to international activities ECU will attract, develop and retain suitable staff to serve the internationalization policy directive

Actions/ Initiatives	Performance Measures	Responsibility	Timeframe
6.1 Attract and retain staff that demonstrate knowledge, experience and capability in internationalisation	Improved Graduate Satisfaction with Courses Improved UTEIs	Dean (I) Executive Deans Heads of School	Continuing
6.2 Provide relevant professional development to academic staff delivering off-shore programs	All academic staff teaching in off-shore programs to have completed PDC 115 or equivalent	Director CLD Executive Deans Heads of School	2011
6.3 Provide ESOS compliance professional development to staff that have responsibility for international related work	All staff who have responsibility for international related work to have completed the relevant training	Director CLD Dean (I) Executive Deans/Directors Heads of School	2011

Goal 7. Grow ECU's International profile in a cost effective fashion

Actions/ Initiatives	Performance Measures	Responsibility	Timeframe
7.1 Grow total fee paying on-shore revenue	3% per year	DVC (I) Dean (I) / ADI Executive Deans	Annual review
7.2 Grow total fee paying off-shore revenue	3% per year	DVC (I) Dean (I) / ADI Executive Deans Heads of School	Annual review
7.3 Increase the recruitment of on-shore students in China, India, Malaysia, Singapore, and other countries defined in the International Marketing Plan	5% per year	DVC (I) Dean (I) / ADI Executive Deans	Annual review
7.4 Extend the off-shore profile in Singapore, Sri Lanka, India, China and other countries defined in the International Marketing Plan.	2 new agreements per year	DVC (I) Dean (I) / ADI Executive Deans	Continuing