



Internationalisation of education and research

1. Internationalisation and International Engagement

Development and reform designed to brand and position the University of Sydney as the preferred Australian and one of the top ranked World Universities for research, education and service. Benchmarking against high ranking international partner institutions ensures there are sufficient international dimensions in the University's courses.

1.1 *Internationalisation of research and teaching*

The University encourages international benchmarking and the development and implementation of:

- Research with leading institutions worldwide where this strengthens the University's research performance and relevance to global issues.
- An international curriculum prioritising values of intellectual freedom, cultural diversity and the effective development of international citizens.
- Educational programs which are attractive, relevant and meet the demands of international students.
- The experience of international dimensions through language and cultural programs, internationally focused curricula and overseas exchange programs.
- A commitment to culturally sensitive policies in the design and delivery of curricula, teaching practices and student support services and facilities.

1.2 *Quality Processes (International Best Practice)*

The University exchanges knowledge and experience with internationally recognised partners through alliances, benchmarking agreements and collaborations in order to identify and implement best practice in learning and teaching, academic programs, student services and experience and community engagement. The University Benchmarking policy is available on Policy Online at <http://www.usyd.edu.au/ab/policies/Benchmarking.pdf>

1.3 *Promotion of cultural diversity*

To promote cultural sensitivity and diversity:

- Faculties and units are responsible for providing appropriate training to staff dealing with international students to help them work with a culturally diverse client base.
- Staff are encouraged to participate in foreign language and cultural awareness programs to help them develop, establish and maintain international education and research alliances, collaborations and partnerships.
- Academic staff are encouraged to promote cultural diversity through the curricula and to use international student experiences to add an international dimension to learning and teaching.

1.4 *Internationally focused staff and student recruitment strategies*

Attracting and retaining international staff and students is an ongoing priority for the University. Academic vacancies should be advertised internationally and relevant international experience should be an important consideration in the selection process for all positions. Staff with international experience contribute knowledge and understanding of other cultures and provide access to international networks which can be leveraged to build the University's international profile, partnerships and linkages.

The University seeks to diversify its international student base, reducing its dependence on students from traditional source countries. The University's Regional and Country Plans outline how the University will grow and develop the student base from identified target countries. These and other relevant information are available from the International Handbook at <http://www.usyd.edu.au/internationalhandbook> (staff access only). Recruitment strategies and plans are developed and reviewed annually by the International Office and faculties.

1.5 *Enhancing support services for international students*

International students receive specific support services such as early orientation, English language support, residential facilities, scholarships, financial assistance, mentoring and culturally sensitive learning and teaching practices. Engagement with international student associations and involvement in consultative processes to improve services to international students is encouraged.

2. Development of international alliances and collaboration

2.1 *Building alliances with international universities and other institutions*

The University has identified regions of the world where it sees strategic value in focusing its attention and has, through country plans, identified potential partner institutions within those areas. Alliances and collaborations with these institutions may involve a range of academic activities such as student exchange, research, program delivery and other collaborations. Faculties can identify academic and research opportunities based on key global priorities, e.g. health and ageing, emerging diseases, security, sustainable agriculture and environment, biotechnology, nanotechnology, language and culture, economics and business, law and government.

Faculties can also form alliances with other institutions that support their research and academic goals and while they have strengths in the disciplines of interest, don't have the necessary attributes to justify a university-wide agreement.

Individual academics are free to establish informal collaborations to further their research and educational goals. Generally these would not require formal agreement but approval should be sought from Heads of Schools and/or Deans or nominees to ensure strategic focus and confirm resource commitments.

International collaborations are sometimes formalised through *Memoranda of Understanding (MoU)* a formal agreement outlining the type and scope of collaboration proposed and the expected benefits. Contact the International Co-ordinator (agreements@io.usyd.edu.au) for guidelines and forms. These MOU's are approved by the DVC (International) or Vice Chancellor after sign off by the relevant Dean.

Official visits by international universities and other institutions are arranged in consultation with the International Office. If appropriate, the VC or delegate (usually the DVC International) will welcome the delegation before the faculty/units scheduled program of activities commence. Further information is available from <http://www.usyd.edu.au/internationaloffice/contact/visits.shtml>.

2.2 *Asia as a regional priority*

As part of the University's ambition of being one of the top five in the Asia-Pacific region, high priority is given to educational and research collaboration with top ranking Asian universities and institutions. Establishing the University of Sydney as a centre for the study of Asian languages, societies, public health and economics and business, along with the provision of professional and academic education to Asian students, professionals and officials is a key part of this focus.

At the same time, the University seeks to diversify its international activities and develop research and education alliances with top institutions in other regions including the Americas and Europe.

2.3 *Identifying funding opportunities through international research linkages*

Research funding opportunities are pursued by identifying the funding programs of international agencies and foundations. Faculties are encouraged to review and develop plans to increase the number of high quality international research scholars to achieve the University's higher degree research student

targets. Information and assistance on research partnerships and external funding opportunities are available from the Office of the Deputy Vice-Chancellor (International).

2.4 *University leadership and involvement in international networks, organisations/agencies.*

The University leads and expands its international networks through engagement and membership of higher education and industry networks including:

- The Association of Asia Pacific Rim Universities (APRU)
- The Worldwide Universities Network (WUN)
- The Academic Consortium 21 (AC21)
- The Association of Commonwealth Universities (ACU)
- The Association of Southeast Asian Institutions of Higher Learning (ASAIHL)
- The Global Foundation
- The Australian Davos Connection

The University also seeks linkages with international regional and national organisations such as the United Nations, World Health Organisation (WHO), Organisation for Economic Cooperation and Development (OECD).

These networks and linkages allow the University to pursue global issues of common interest and facilitate the exchange of ideas, knowledge, best practice and benchmarks.

2.5 *Establishing and maintaining top level engagement with government and industry*

Linkages and engagement with government and industry are important to support the University's international engagement objectives, for the establishment of scholarships, and as sources of funding and other forms of co-operation. Key agencies the University engages with are:

- Australian High Commissions and Embassies
- Department of Education, Employment and Workplace Relations (DEEWR)
- Australian Education International (AEI)
- Department of Foreign Affairs and Trade (DFAT)
- AusAID
- Foreign Governments

3. Engagement with international communities

International engagement is defined as offshore and onshore relationships with international communities.

3.1 *Developing staff and students*

Exchanges are important for staff and student development and encourage the sharing of knowledge and ideas. The University has partnership agreements with a number of institutions and faculties are encouraged to actively promote staff and student participation in exchanges. Guidelines and sample templates for establishing Memoranda of Understanding, Inter-Institutional Agreements and International Student Exchange Agreements are available from the International Agreements Coordinator (agreements@io.usyd.edu.au)

3.2 *Attracting international students through scholarships and bursaries*

Scholarships and bursaries are used to attract students from specific disciplines and countries where the University seeks to build its international links and reputation. Faculties are encouraged to review ways of increasing funding from internal, external, national and international sources to provide scholarships and bursaries to attract high quality international students.

3.3 *Engaging the University's international alumni*

Improving international alumni engagement through better defined objectives, improved data management and quality communications is a priority for the University. Faculties and the Alumni Office are encouraged to establish links with the University's international student associations as the first step in the process.

International alumni play a crucial role in promoting and positioning the University internationally through links with their home countries, involvement in international student recruitment and by providing guidance and assistance on employment opportunities for Sydney graduates overseas.

4. Development of joint ventures and business development

The development of offshore joint ventures with appropriate partners is a way of marketing our skills for academic and financial benefit. Risk management processes are in place to ensure the University's profile is built internationally in a financially sustainable way with minimum reputational risk.

5. Development of plans and coordination for internationalisation

5.1 Developing strategic and operational action plans

Strategic and operational action plans for internationalisation incorporating financial and resource plans are prepared on an annual basis in line with the University's Strategic Directions. Co-ordination of planning and policy development is an inclusive process via the International Institute Advisory Council chaired by the Deputy Vice-Chancellor (International).

5.2 Developing regional and country plans

Expert Groups meet annually to develop and review regional and country action plans. The University has established a network of Associate or Sub-Deans (International) whose key role is to assist in the implementation of the University's regional and country action plans.

5.3 Co-ordinating international activities

The Deputy Vice-Chancellor (International) is responsible for University-wide co-ordination of international activities. An International Institute Advisory Committee (refer to <http://www.usyd.edu.au/internationalhandbook/strat/policy.shtml> see 'Appendix 1' for membership and terms of reference), provides strategic advice to the Deputy Vice-Chancellor (International) on:

- Annual review processes
- Policies
- Regional and country action plans
- Annual priorities
- University wide resource co-ordination.

Deans (or their nominees) are responsible for international activities within their faculties and for maintaining a register of activities and resources required. Major projects should be registered with the Office of the Deputy Vice-Chancellor (International) to allow increased co-ordination, the development of shared expertise, to facilitate synergies and to identify critical mass and areas for further development. The Deputy Vice-Chancellor (International) should be advised of inter-faculty or University-wide projects and the International Office can, where necessary, provide assistance to co-ordinate them.

The University-wide International Operations Task Force implements and coordinates with Faculties. Information will be available on the University intranet to allow briefing of colleagues about international activities, targets and funding sources in target countries.

International collaborations should attract external funds to at least cover the cost of the project.

6. Targeted international promotion and communication

The University seeks to promote its image, reputation, advantages and achievements to an international audience and key stakeholders through a variety of strategic and targeted initiatives. To achieve this, a mix of targeted promotional methods and media must be used including overseas graduations, international alumni events, public relations campaigns, University websites, newsletters, brochures and advertising.

These promotional and communication campaigns each have specific objectives and messages and must be targeted to reach defined audiences and stakeholders. Marketing and promotion aimed at international students' recruitment should comply with the requirements of the ESOS act and associated National Code 2007.