



Charles Sturt University International Relations

2009 Operational Plan

Statement of Unit Context

The International Relations Operational plan supports the University Strategic Plan 2007-2011 and CSU's Internationalisation Strategy.

International Relations exists to:

- 1) support Faculties in the identification, development and implementation of quality transnational education (TNE), articulation and student mobility (CSU Global) programs with reputable institutions that align with the University's Internationalisation Strategy and contribute to the achievement of the University's strategic goals.
- 2) support Faculties in the identification, development and implementation of sustainable Australian based third party programs that focus on the recruitment of international students.
- 3) regularly monitor, evaluate and report on TNE, articulation and student mobility programs to ensure quality, integrity, equivalence and program sustainability.
- 4) provide project management and ongoing operational support for CSU Study Centres, transnational, and other Australian based partnerships that focus on recruitment of international students.
- 5) provide project management and assist in the strategic development of CSU Ontario and the University's presence in Canada.
- 6) expand participation and increase CSU Global opportunities to enable students to undertake an international experience as part of their studies at CSU.

International Relations does not have responsibility for onshore international student recruitment or international student admissions but works closely with Faculties, and the Divisions of Marketing, Student Services and Student Administration on these matters.

Key Objective 1: Support of the CSU Course Plan	
Link to Course Plan	Context / planned outcomes historic performance / proposed actions / expected outcomes (targets or deliverables) / timeline [Associated Risks]
<p>Enhance the quality and scope of CSU's profile of professional courses: <i>Increase the number of collaborations with international universities in course provision.</i></p> <p>Improve demand from well qualified students: <i>Strengthen articulation pathways including with TAFE, industry and private HE providers</i></p> <p><i>Enhance on campus international enrolments through articulation</i></p> <p><i>Promote articulation agreements</i></p> <p><i>Expand international collaborative programs and offshore programs, including Ontario.</i></p>	<p>Proposed Actions / Expected Outcomes</p> <ol style="list-style-type: none"> 1. Implement and increase understanding of University policy for the establishment of international activities including course delivery, articulation and CSU Global initiatives including: <ul style="list-style-type: none"> • Roles and responsibilities • Approval processes • Negotiation responsibilities (in conjunction with Corporate Governance) • Approved delivery models • Internationalisation strategy <p><i>Undertake targeted communication strategies including conducting information session with Schools, Centres and Divisions, and continuing to foster strong connections with key faculty staff. To be completed by October 2009.</i></p> 2. Complete development of the TNE project management framework including new business development, project implementation and review frameworks. <i>The TNE delivery program review process is the highest priority for International Relations and will be completed by May 2009. The first round of program reviews is to be completed by December 2009.</i> 3. Decrease the development timeline for establishment of collaboration initiatives. <i>In 2009 continue to improve turn around times on Faculty requests and report outcomes to stakeholders. Improvement, measured by client satisfaction survey to be undertaken in November 2009.</i> 4. Provide project management resources to maximise opportunities for CSU Ontario, support the COMG and expansion of the University's presence in Canada. <i>In 2009 continue to ensure adequate support is provided to all Faculties to assist in University expansion including implementation of Faculty of Science, Faculty of Arts and Faculty of Business initiatives.</i> 5. Provide resources and services to maximise opportunities for Faculties and Centres to engage in international collaborations including articulation, research, delivery and student mobility (CSU Global) initiatives. <i>In 2009 continue to ensure dedicated international relations service and resources are provided to all Faculties and Centres to assist in development and implementation of international initiatives.</i> <p>Risks</p> <ul style="list-style-type: none"> • The status of Government approvals in Ontario is a high risk. • Reaching agreement on a usable costing model for TNE delivery programs. • AUQA audit will decrease resource availability for relationship building by International Relations.

Strengthen alignment of course characteristics with University Strategy 2007-2011 :
Support student exchange and sessions abroad

Context:

- 2006 National outbound student mobility average was 4.7%. CSU's rate was 0.7%.
- 2010 National target is for 10% mobility.
- In 2008, CSU issued approximately \$70,000 to students in the form of Vice-Chancellor's Travel Scholarships.
- Short term programs and international practicum are critical to CSU meeting its mobility targets.

Proposed Actions / Expected Outcomes

1. Increase funding to the equivalent of 5% of TNE program revenue, to assist students undertake an international experience. This includes increasing University contribution, DEEWR funding and uptake of OSHELP.
To be attained by December 2011. In 2009 increase DEEWR funding by an additional 5% and implement OSHELP policy to enable access by eligible short term program participants.
2. Instigate University and International Relations policy change to increase access to mobility programs particularly in relation to access by DE students and increased credit flexibility.
Policy review to facilitate DE participation to be completed by June 2009.
By November 2009, implement the use of credit precedent database for CSU Global activities to assist Faculties to determine credit.
3. Increase awareness of student mobility within the CSU community including contribution to graduate outcomes and employment success.
In 2009 launch CSU Global and continue promotion and expansion of the CSU Global initiative to Faculty and students. Appoint a promotions assistant and implement an ongoing schedule of promotional activities across all campuses and online.
4. Expand the number of student exchange partners in key countries.
In 2009 establish five new student exchange partners with focus in India, Mexico, Malaysia, Canada and Europe.
5. Strengthen relationships with existing partners.
Undertake a partner satisfaction survey and implement relationship management strategy (annual partner report) by December 2009.
6. Develop mobility options accessible to distance education students.
Review and implement new policy by August 2009. Aim for 10 DE students to undertake mobility experience by end of 2010.
7. Establish short term programs and/or study overseas opportunities.
In 2009 develop and roll out policy and process to Faculties to enable development of short term programs.
8. Support off shore practicum and placement opportunities, where possible.
In 2009 increase the opportunities for practicum and placements within Faculties and via external providers and volunteer organisations. Continue to promote and expand funding assistance to students and Schools.
9. Track student mobility participation across CSU.
In 2009 ensure that the Higher Education Graduation Supplement includes student mobility details and an agreed method of verification.

10. Develop CSU Global GAP initiatives

Align CSU with a GAP provider and establish a for credit arrangement by December 2009.

Risks

- Inability to significantly increase University funding to support student mobility will restrict opportunity for expansion.
- Some outcomes will not be seen immediately because of time lag between promotion and take up (approx 2 years).
- Lack of Faculty buy in to support or initiate short term mobility programs/ practicum placements.
- Decrease in student demand due to global economic conditions.

Strengthen articulation pathways including with TAFE, industry and private HE providers:

Enhance on campus international enrolments through articulation

Promote articulation agreements

Context:

- Recruitment of international students from articulation pathways is becoming increasingly competitive.
- For success to be achieved it is critical to build strong relationships with pathway providers and promote programs to prospective pathway students.
- Cross institution commitment is required from Faculties, International Relations and Division of Marketing to achieve success in this area, including funding to support promotional visits.

Proposed Actions / Expected Outcomes

1. Implement and increase understanding of University policy for the establishment of international activities including course delivery, articulation and CSU Global initiatives including:

- Roles and responsibilities
- Approval processes
- Negotiation responsibilities (in conjunction with Corporate Governance)
- Approved delivery models
- Internationalisation strategy

Undertake targeted communication strategies including conducting information session with Schools, Centres and Divisions, and continuing to foster strong connections with key faculty staff. To be completed by October 2009.

2. Liaise with Faculty, Division of Marketing and articulation partners and agree mutual promotion of pathway programs on web sites, prospectuses and in other marketing communications.

Continue to work with Faculty and Marketing to maximise outcomes from articulation agreements. During 2009, provide DVCs and Faculty with regular reports on recruitment numbers from articulation and ensure handover meetings occur for all new arrangements.

3. Instigate development of generic international scholarships to be promoted to pathway partners to assist in pathway take-up.

Introduction of Chinese scholarship in July 2009.

Determine an agreed commitment from CSU to its funding of international scholarships for 2010.

4. Support Faculties to identify, establishment and build quality articulation opportunities in identified courses and markets.

In 2009, continue to identify opportunities for quality articulation programs and ensure Faculty investment is available to support new developments.

In 2009, work with Faculties and Divisions to ensure smooth and positive intake into articulation flows from CCPU, Hohai, and Dongguk.

Risks

- Poor or low quality student experience on campus resulting in death of articulation pathway.
- Lack of investment in marketing and promotion to potential articulating students or agents.
- Agreements in place however lack of outcomes/results.
- Inability to obtain costing/margin parameters on provision of international scholarships.

Key Objective 2: Support of the CSU Research Plan	
Link to Research Plan	Context / planned outcomes historic performance / proposed actions / expected outcomes (targets or deliverables) / timeline [Associated Risks]
Enhance research alliances and partnerships with international universities, international research agencies, industry and the professions both locally and globally.	<p>Proposed Actions / Expected Outcomes</p> <p>1. Assist, support and identify opportunities to leverage international research alliances for the development of a range of initiatives between CSU and international universities including student mobility, articulation and joint cooperation programs. <i>In 2009 further develop relationships to provide service to Centres for the development of international connections and to identify opportunities for expanded collaboration.</i> <i>Seek to expand collaborations such as CSU Global opportunities through research networks.</i></p>

Key Objective 3: Support of the CSU Learning and Teaching Plan

Link to Learning and Teaching Plan	Context / planned outcomes historic performance / proposed actions / expected outcomes (targets or deliverables) / timeline [Associated Risks]
<p>Creation of a more accessible and effective learning environment: <i>Enhance the inclusiveness of CSU's learning environment... and enhanced international education strategies for domestic and off-shore students.</i></p> <p>Increase participation of domestic students in international education opportunities.</p>	<p>Context:</p> <ul style="list-style-type: none"> • 2006 National outbound student mobility average was 4.7%. CSU's rate was 0.7%. • 2010 National target is for 10% mobility. • In 2008, CSU issued approximately \$70,000 to students in the form of Vice-Chancellor's Travel Scholarships. • Short term programs and international practicum are critical to CSU meeting its mobility targets. <p>Proposed Actions / Expected Outcomes</p> <ol style="list-style-type: none"> 1. Increase funding to the equivalent of 5% of TNE program revenue, to assist students undertake an international experience. This includes increasing University contribution, DEEWR funding and uptake of OSHELP. <i>To be attained by December 2011. In 2009 increase DEEWR funding by an additional 5% and implement OSHELP policy to enable access by eligible short term program participants.</i> 2. Instigate University and International Relations policy change to increase access to mobility programs particularly in relation to access by DE students and increased credit flexibility. <i>Policy review to facilitate DE participation to be completed by June 2009. By November 2009, implement the use of credit precedent database for CSU Global activities to assist Faculties to determine credit.</i> 3. Increase awareness of student mobility within the CSU community including contribution to graduate outcomes and employment success. <i>In 2009 launch CSU Global and continue promotion and expansion of the CSU Global initiative to Faculty and students. Appoint a promotions assistant and implement an ongoing schedule of promotional activities across all campuses and online.</i> 4. Expand the number of student exchange partners in key countries. <i>In 2009 establish five new student exchange partners with focus in India, Mexico, Malaysia, Canada and Europe.</i> 5. Strengthen relationships with existing partners. <i>Undertake a partner satisfaction survey and implement relationship management strategy (annual partner report) by December 2009.</i> 6. Develop mobility options accessible to distance education students. <i>Review and implement new policy by August 2009. Aim for 10 DE students to undertake mobility experience by end of 2010.</i> 7. Establish short term programs and/or study overseas opportunities. <i>In 2009 develop and roll out policy and process to Faculties to enable development of short term programs.</i>

	<p>8. Support off shore practicum and placement opportunities, where possible. <i>In 2009 increase the opportunities for practicum and placements within Faculties and via external providers and volunteer organisations. Continue to promote and expand funding assistance to students and Schools.</i></p> <p>9. Track student mobility participation across CSU. <i>In 2009 ensure that the Higher Education Graduation Supplement includes student mobility details and an agreed method of verification.</i></p> <p>10. Develop CSU Global GAP initiatives. <i>Align CSU with a GAP provider and establish a for credit arrangement by December 2009.</i></p> <p>Risks</p> <ul style="list-style-type: none"> • Inability to significantly increase University funding to support student mobility will restrict opportunity for expansion. • Some outcomes will not be seen immediately because of time lag between promotion and take up (approx 2 years). • Lack of Faculty buy in to support or initiate short term mobility programs/ practicum placements. • Decrease in student demand due to global economic conditions.
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Key Objective 3: Support of the CSU Learning and Teaching Plan

Link to Learning and Teaching Plan	Context / planned outcomes historic performance / proposed actions / expected outcomes (targets or deliverables) / timeline [Associated Risks]
<p>The Learning and Teaching Plan makes a general comment that “both DEEWR and AUQA have indicated that equivalence in academic standard and assessment will be a priority in auditing and monitoring university activity over the next five year audit cycle”.</p> <p>There are however no direct objectives or actions relating to this comment which relate to TNE.</p>	<p>Context:</p> <ul style="list-style-type: none"> • CSU, more than ever, needs to position itself to ensure that it has in place effective means of ensuring quality and equivalence of its offshore operations. • TNE quality is being driven by DEEWR’s TNE Quality Framework and increased focus on international education providers from local governments. • AUQA 2009 <p>Proposed Actions / Expected Outcomes</p> <ol style="list-style-type: none"> 1. Completion of project administration manuals for each active partner to ensure consistent administrative management and quality assurance of TNE activities. Completed by June 2009 2. Continued improvement and development of the TNE relationship management process across all providers to assist internal communication, debt management, risk management and partner performance assessment. This process will also include monitoring the impact of the TNE activities on domestic course offerings and service. Ongoing – inclusion of student intake projections in status reports by November 2009. 3. Continual review of active contracts to identify non performing relationships. By June 2009, develop and implement a review policy for all international agreements. Implement review schedule and annual meeting plans for 2009 and 2010. <p>Risks</p> <ul style="list-style-type: none"> • Insufficient resource availability to undertake QA activities with International Relations or Divisions. • Institutional agreement and policy required on roles and responsibilities of QA of TNE operations. • Impact of effective QA on financial viability of programs. • Inability to effectively track and assess costs associated with TNE programs. • Reliance on Division to complete project administration manual components.

Key Objective 4: Support of the Institutional Development Plan	
Link to Institutional Development Plan	Context / planned outcomes historic performance / proposed actions / expected outcomes (targets or deliverables) / timeline [Associated Risks]
Organisational culture Sustainability Service alignment Workforce planning	<p>Proposed Actions / Expected Outcomes</p> <p>1. International Relations will contribute, commit and give priority to implementation of the plans and actions developed by areas charged with accountability under the Institutional Development Plan.</p> <p><i>In 2009 work with CSU Green to determine the International Relations “footprint” and implement strategies to neutralise.</i></p>