

Charles Sturt University
Internationalisation
Strategy

CHARLES STURT
UNIVERSITY



Internationalisation at CSU

Charles Sturt University (CSU) shares the long established commitment of universities to international collaboration in teaching and research; to participation in international scholarly communities; to open scholarly discourse and the exchange of ideas.

This commitment has become more important in the contemporary world where there is a need to prepare CSU students for global work and citizenship and to promote intercultural understanding and international approaches to global issues.

To support this CSU seeks to integrate international, intercultural and global dimensions into its purposes, functions and activities.

CSU demonstrates its commitment to internationalisation through:

- Provision of flexible and accessible teaching and learning opportunities for international students via onshore study, distance education, offshore campuses and transnational education partnership offerings;
- Support for the mobility of students and staff and development of opportunities for international experiences and understanding;
- Development of international research collaborations and participation in international scholarly networks;
- Internationalisation of the curriculum;
- Provision of distinctive and inclusive teaching and learning for international students studying at CSU in Australia.

Key Principles

- Internationalisation should strengthen the quality of academic activity at CSU, especially learning and teaching and research.
- Internationalisation should contribute to the internationalisation of learning for all CSU students, domestic and international, including preparation for “global citizenship”.
- Internationalisation should strengthen the position of CSU in the global community of universities.
- International education activities should normally generate revenue for investment in the University or be at least self-sustaining. They would only be subsidised by the University where there was a strong public good element in the activity consistent with CSU’s mission.

Internationalisation Strategy

CSU's Internationalisation Strategy is an enabling strategy which has been developed to support the four University Plans (Course Plan; Research Plan; Learning and Teaching Plan; Institutional Development Plan). The Strategy draws together in one place objectives, priorities and commitments for internationalisation which are drawn from the University Plans.

The Strategy builds on the strengths of CSU's current international activities and the results of the extensive review and risk assessment of international activities undertaken in recent years. It is expected to guide planning and decision making at all levels of the University, including Faculty, Centre and Divisional Operational Plans.

The Strategy is intended to be a dynamic document and is not intended to prevent CSU or its Faculties and Centres responding to opportunities not foreseen in the development of the Strategy. It is, however, intended to create a decision making environment where there is a clear focus and alignment of plans with key CSU objectives and where there would be careful scrutiny of any proposed actions not consistent with the Strategy.

Internationalisation Strategy Reporting and Review

The Deputy Vice-Chancellor (Academic) and Deputy Vice-Chancellor (Research) are responsible for developing, monitoring, reviewing and reporting on the Internationalisation Strategy to the Senior Executive Committee.

The Deputy Vice-Chancellors will use the mainstream University committee reporting functions through the University Courses and Planning Committee (UCPC), Learning and Teaching Committee and the Research Committee, to solicit input from Faculties, Centres and Divisions on progress against the objectives of the Internationalisation Strategy. All responsibilities for internationalisation are provided in the Internationalisation Responsibilities document.

Objectives

Objective 1. Increase enrolments of international students on-shore and off-shore.

- Outcome 1: The proportion of total load from international students in onshore and offshore programs to be 19% by 2011.

Objective 2. Increase the number of CSU students including international study in their programs.

- Outcome 2: 10% of domestic undergraduate students to be undertaking international study, including practicum, in their program by 2011

Objective 3. Strengthen CSU's international research collaborations and profile.

- Outcome 4: All CSU research centres to have international networks and/or partners by 2011.
- Outcome 5: Increase international research higher degree enrolments to 120 students by 2011.

Objective 4. Internationalise the curriculum of CSU courses.

- Outcome 6: All courses to be internationalised by 2015.

Objective 5. Increase the opportunities for staff mobility and international staff engagement.

- Outcome 7: 40% of academic staff (>.5 FTE) to have participated in an international engagement activity* by 2011

Objective 6. Enhance the international student experience.

- Outcome 8: Improvement in international student outcomes as measured in the AUSSE survey.

Objective 1: Increase enrolments of international students onshore and offshore.

Outcome 1: The proportion of total load from international students in onshore and offshore programs to be 19% by 2011. Projections attached.

Onshore	
Strategy	Actions / Outcomes / Accountabilities
Increase onshore and distance education enrolments via development of articulation and conjoint study arrangements with overseas institutions	<p>1. Develop conjoint and articulation arrangements at undergraduate and postgraduate level in China, Korea, Malaysia, countries participating in the Bologna Process and other countries identified through Faculty planning processes. Responsibility: DV-C (Academic); Faculties; Division of Marketing; International Relations</p> <p>2. Actively promote study in Australia options, including study abroad and non award offerings, to students studying with existing partners in China, Malaysia, Cambodia, Hong Kong, Canada, USA and Europe. Responsibility: Faculties; Division of Marketing; International Relations</p> <p>3. Develop scholarship programs with overseas institutions for on campus study in Australia. Responsibility: International Relations</p>
Strengthen onshore enrolment at CSU campuses in niche/ distinctive undergraduate and postgraduate courses.	<p>4. Faculties to identify niche courses to be marketed as part of overall Faculty course marketing plans. Responsibility: Faculties; Division of Marketing NOTE: CSU will not invest in general CSU brand marketing to international students. Faculties will be required to self fund international marketing initiatives and activities.</p>
Increase enrolments of international students studying on-shore at CSU centres managed by partner organisations.	<p>5. Offer and seek expansion of the Business and IT course profile delivered through CSU Study Centres and Holmesglen Institute of TAFE. Responsibility: Faculty of Business; International Relations</p> <p>6. Investigate broadening profile of courses offered via on shore partner programs. Responsibility: Faculties; International Relations</p>

Objective 1: Increase enrolments of international students onshore and offshore.

Outcome 1: The proportion of total load from international students in onshore and offshore programs to be 19% by 2011. Projections attached. **(continued from page 4)**

Offshore	
Strategy	Actions / Outcomes / Accountabilities
Increase direct offshore distance education enrolments in CSU courses and single subject study.	<p>7. Ensure websites and marketing materials include and promote distance education options for international students including single subject study. Responsibility: Division of Marketing</p> <p>8. Faculties to identify niche courses to be marketed as part of the overall Faculty course marketing plans. Responsibility: Faculties; Division of Marketing</p>
Increase enrolments in offshore delivery programs in Malaysia, Hong Kong, China and Cambodia.	<p>9. Give priority to the development of new and renewal of existing partnerships with university or public institution status (for example current university partners in China; HELP University College; HKU SPACE, Canadian Community Colleges). Responsibility: Faculties; International Relations</p> <p>10. Further develop relationships with existing partners to expand course offerings and support student recruitment. Responsibility: DV-C (Academic); DV-C (Administration); Faculties; International Relations</p>
Increase international distance education enrolments with administrative support through local DE Centres or partners.	<p>11. Establish strategic partnerships for supported DE delivery, such as the policing and emergency services node of CSU in the United Kingdom with City University. Responsibility: DV-C (Academic); Faculties; International Relations</p>
Expand the offshore offering of Doctoral qualifications with quality university partners.	<p>12. Further develop existing international partnerships and research linkages to increase the number of enrolments in doctoral programs via offshore delivery, double degrees and distance education. Responsibility: DV-C (Academic); DV-C (Research), Faculties, International Relations</p> <p>13. Seek opportunities for development of new doctoral partnerships in China, Korea, Malaysia, countries participating in the Bologna Process and other countries identified through Faculty planning processes. Responsibility: DV-C (Academic); Faculties</p>
Expand the offering of CSU courses from the Ontario campus.	<p>The Vice-Chancellor's statement (July 2007), "Strategic Role of CSU Ontario" places an emphasis on high quality, internationally recognised and competitive programs which draw upon CSU's strengths, and enhance the range of postsecondary education opportunities in Ontario – particularly in education for the professions. The identification of these programs will be in collaboration with CSU's neighbouring higher education providers in Ontario - McMaster University, Mohawk Community College and Sheridan Community College.</p> <p>The initial focus on teacher education will expand to other disciplines including Early Childhood Education, Business Administration, Forensic Biotechnology, Nursing and Advertising.</p> <p>The preferred model will be degree completion programs or jointly delivered degrees. Responsibility: CSU Ontario Management Group; Faculties.</p>

Objective 2: Increase the number of CSU students including international study in their programs.

Outcome 2: 10% of domestic undergraduate students to be undertaking international study, including fieldwork education, in their program by 2011. Projections attached.

Expand the range of opportunities available for students to undertake an international experience.

14. Undertake revisions to course requirements and structure to encourage international study.
Responsibility: Faculties; Academic Program Committee; CSU Degree Initiative; Division of Student Administration
15. Develop and promote attractive and affordable opportunities for international study including student exchange, short term programs and fieldwork education options.
Responsibility: Faculties; International Relations

Objective 3: Strengthen CSU's international research collaborations and profile.

Outcome 4: All CSU research centres to have international networks and/or partners by 2011.

Outcome 5: Increase international research higher degree enrolments to 120 students by 2011.

16. Establishment of international collaborative research networks by each of CSU's research centres by 2011.
Responsibility: CRGT; Research Centres
17. Increase the number of fee waiver RHD scholarships available for international students.
Responsibility: CRGT
18. Engage international partner staff in collaborative research and doctoral supervision.
Responsibility: Faculties; Research Centres
19. Promote and participate in external RHD scholarship programs such as AusAID, ACIAR and CONYCIT to increase the number of recipients selecting CSU as their institution of choice.
Responsibility: CRGT; Faculties; Research Centres and International Relations
20. Tender for international research projects, including government sponsored projects (eg ACIAR).
Responsibility: CRGT; Faculties; Research Centres, International Relations

Objective 4: Internationalise the curriculum of CSU courses.

Outcome 6: All courses to be internationalised by 2015.

Support students to be effective professionals in the global community and to act as global citizens.

- Internationalisation of the curriculum, including work based learning and practicum, is an objective of the CSU Degree Initiative. Specific strategies and recommendations for internationalisation of the curriculum and global citizenship are embedded in the CSU Degree Initiative program. Implementation of the CSU Degree Initiative which will commence in 2009.
21. Develop innovative exemplars for internationalisation of curriculum such as virtual exchanges and online engagement with partner universities.
Responsibility: DV-C (Academic); CSU Degree Initiative; Faculties

Objective 5: Increase the opportunities for staff to develop international experience, engagement and competencies.

Outcome 7: 40% of academic staff (>.5 FTE) to have participated in an international engagement activity* by 2011

<p>Support students to be effective professionals in the global community and to act as global citizens.</p>	<p>22. Support Special Studies Program (SSP), research collaboration and staff exchange with overseas institutions. Responsibility: DV-C (Academic); DV-C (Research)</p> <p>23. Expand the range of opportunities available for staff to undertake exchange or visiting scholar placement at overseas institutions and for international scholars to visit CSU. Responsibility: DV-C (Academic); Faculties; Division of Human Resources; International Relations</p> <p>24. Support the development of opportunities for staff led student mobility programs via CSU Global. Responsibility: DV-C (Academic); Faculties; International Relations</p>
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*An international engagement activity for staff for the purpose of the IS includes:

- a) Membership of Committees of International Scholarly Associations
- b) Active participation in an international research collaboration
- c) Participating in a CSU Global student mobility initiative
- d) Attendance at international conferences to present a paper
- e) Supervision of an international RHD student
- f) Other activities as agreed by DVC (Academic) or DVC (Research)

Objective 6: Enhance the international student experience.

Outcome 8: Improvement in international student outcomes as measured in the AUSSE survey.

<p>Support students to be effective professionals in the global community and to act as global citizens.</p>	<p>Strategies to enhance international student experience will be addressed in the scope of the Student Experience program.</p> <p>25. Ensure equivalence of student experience, especially in terms of access to CSU web based resources, student access to feedback mechanisms, performance expectations of offshore staff, and library standards. Responsibility: DV-C (Academic); DV-C (Administration); Information and Learning Systems Committee</p> <p>26. Improve monitoring of offshore student performance to ensure comparability with domestic and other international cohorts. (CSU will also seek to identify a suitable sector survey to measure offshore student experience). Responsibility: DV-C (Academic); UCPC</p> <p>27. Enhance on campus experience for international students including opportunities to integrate with the CSU community. Responsibility: DV-C (Academic); DV-C (Administration); Faculties; Division of Student Services</p>
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Objective 1 Targets - Increase enrolments of international students onshore and offshore.

Outcome 1: The proportion of total load from international students in onshore and offshore programs to be 19% by 2011.

	2008 (actual)	2009	2010	2011
University FPOS Load Target	14%	15%	17%	19%
Arts	50.625	51.856	58.183	64.378
Business	1877.250	1922.914	2157.510	2387.220
Education	354.859	363.491	407.837	451.260
Science	202.250	207.170	232.444	257.193
TOTAL EFTSL	2484.984	2545.431	2855.974	3160.051

Source: Office of Planning and Audit (June 2009)

Notes: Projected Total Load is based on previous years performance.

The Faculty break up for projected years is based on the percentage of Faculty load in 2008.

Objective 2 Targets - Increase the number of CSU students including international study in their programs.

Outcome 2: 10% of domestic undergraduate students to be undertaking international study, including fieldwork education, in their program by 2011.

CSU Global – Student Mobility Targets – Faculty Breakdowns					
University Undergraduate Student Mobility Targets					
Year	2007	2008	2009	2010	2011
%	2%	4%	6%	8%	10%
Target	85.02	170.04	255.066	340.08	425.1
Faculty of Arts Undergraduate Student Mobility Targets					
Year	2007	2008	2009	2010	2011
%	2%	4%	6%	8%	10%
Target	15.54	31.08	46.62	62.16	77.7
Faculty of Business Undergraduate Student Mobility Targets					
Year	2007	2008	2009	2010	2011
%	2%	4%	6%	8%	10%
Target	26.78	53.56	80.34	107.12	133.9
Faculty of Education Undergraduate Student Mobility Targets					
Year	2007	2008	2009	2010	2011
%	2%	4%	6%	8%	10%
Target	19.82	39.64	59.46	79.28	99.1
Faculty of Science Undergraduate Student Mobility Targets					
Year	2007	2008	2009	2010	2011
%	2%	4%	6%	8%	10%
Target	22.88	45.76	68.64	91.52	114.4