International Strategy
2016 – 2020
1 Aspirations

The University of Tasmania asserts its presence as an international university through its globally-relevant research. Over the next few years we plan to match this status with an increased engagement in international education. The University provides learning and teaching at the highest levels across a broad range of fields that match well with our research expertise. This alignment together with an environment that is attractive and welcoming to international students provides the essential elements necessary to increase our numbers of on-shore international students from around 16% to above 22% of our total cohort. At the same time we aim to increase our international presence through research partnerships that reflect the high quality of our top research groups, schools and institutes.

Our target is to increase our numbers of on-shore international students from around 16% to above 22%.

These two activities are synergistic in that the future of student recruitment depends upon establishing quality partnerships with leading universities and government agencies, particularly in the growing Asian economies. Such partnerships depend upon an assessment of our quality by potential partners, which is principally dictated by our research reputation.

Being an internationally-engaged university that attracts staff, visitors and students from overseas is also an important aspect of the expectation from the State of Tasmania and is a central component of our partnership with the Government. The annual influx of more than 5,000 overseas students, plus many academic visitors, to Hobart and Launceston adds to the vibrancy and economies of these cities. We are an attractive international destination and partner, and with the support of our State and regional authorities, we are well poised to take the next steps in internationalisation of the University.

We are working with the State of Tasmania on combined efforts to market Tasmania as a vibrant and diverse destination that offers a lifestyle to all students that is uniquely special.

We recognise that student expectations are driving rapid change in the higher education sector. This, along with changes to the Australian higher education regulatory frameworks and increasing global competition, prompt us to be prepared for the challenge to deliver a holistic and seamless high quality international student experience. Our ambition is to provide a quality experience throughout the student lifecycle – from first contact through to graduation and to becoming alumni. The student experience encompasses all aspects of student life (academic, social, living and support) and we aspire to connecting our international students with Australian students and communities. We will deliver to our international students more than a curriculum experience, including: civic and governmental experiences and observations in partnership with state and local governments; internships, placements, mentoring, experiential learning and interactive problem solving; and part-time work opportunities with Tasmanian industry.

We will increase our international engagement by promoting the University’s strengths in international subject rankings to key markets and further develop the University’s reputation as a leader in our thematic areas, such as Marine and Maritime, to leverage stronger ties with peer organisations.

To enable effective management of the various components of international activities we have formed an International Division with subsections, Global Engagement and International Student Recruitment. However, internationalisation comprises many more activities and responsibilities than those covered by this division and we have chosen to distribute these across the University – matching responsibilities and expertise applied to domestic students and research. Hence, this International Strategy is a high-level presentation of the activities and initiatives required to achieve our aspiration which is backed by the operational plans of other administrative divisions, and the faculties and institutes, of the University.

2 University of Tasmania vision and mission

The Vision Statement in the University of Tasmania’s Open to Talent: Strategic Plan 2012-Onwards provides the foundation for the International Strategy. The University of Tasmania’s Vision is to be ranked among the top echelon of research-led universities in Australia. The University will be a world leader in its specialist, thematic areas and will be recognised for its contribution to state, national and international development. The University of Tasmania will be characterised by its high-quality academic community, its unique island setting and its distinctive student experience. University of Tasmania graduates will be prepared for life and careers in the globalised society of the twenty-first century.

Further, the University’s Mission asserts that the University of Tasmania continues a long tradition of excellence and commitment to free inquiry in the creation, preservation, communication and application of knowledge, and to scholarship that is global in scope, distinctive in its specialisations and that reflects our Tasmanian character. The University will provide leadership within its community, thereby contributing to the cultural, economic and social development of Tasmania.

1 2015-2020 growth targets of 2% per year have been set.
2 These operational plans are presented yearly as part of the planning, performance and review process (PPRC).
3 University values
The University of Tasmania’s Statement of Values are summarised as subscribing to the fundamental values of honesty, integrity, responsibility, trust and trustworthiness, respect and self-respect, and fairness and justice. Values are brought to life by individual and collective commitment to:
- Creating and serving shared purpose
- Nurturing a vital and sustainable community
- Focusing on opportunity
- Working from the strength diversity brings
- Collaborating in ways that helps us be the best we can be

4 Internationalisation at the University of Tasmania
The University of Tasmania ranks ninth amongst Australian universities in regard to external research income to support research and research training and is in the top two percent of universities worldwide. In addition, in the last two years, the University has received more teaching awards than any other Australian university. Whilst these factors make us a viable destination for overseas students it is also necessary that we are internationally engaged and that our curriculum and offerings are world-class and produce globally-aware work-ready graduates – for the benefit of all of our students and in order to be attractive to international students.

Excellence in Research for Australia (ERA) and international rankings rate the University as a world-leading research institution in broad fields of research across the sciences, medicine, health, law, the humanities and creative arts – an indicator of the breadth of the University’s research. This is reflected in our high proportion of international higher degree research student enrolments. The University will further strengthen its research capacity as it progresses new research-focused alliances across a number of fields through enhanced international engagement and an increased volume of internationally funded research.

The University of Tasmania’s international strategic mission includes capitalising on its unique locality, its world-class research and high quality learning and teaching reputation to position itself internationally as a partner for strategic benefits and as a preferred study destination for students and staff. In support of this commitment the University recognises that building its international activities is a central component of an integrated holistic strategy that drives and supports a range of other University strategies such as learning and teaching, student experience, retention and success, enterprise, research and alumni activities.

The University will focus on quality international partnerships in order to strategically engage and develop sustainable relationships with education partners in designated markets to specifically move away from a reliance on recruitment agents, university and government scholarship agreements towards more mature long-term and secure international markets. In key areas the University will focus on developing strong complementary research partnerships which foster competitive critical mass, are facilitated by the exchange of research higher degree students and postdoctoral researchers and then matured to include the exchange of undergraduate students. Our research must be recognised to achieve greatest impact and there is more that we can do to bring it to the attention of the world. Partnerships, especially international partnerships, and increased accessibility of publications will enhance the recognition and citation of our work.

Essential to the University’s ability to increase international higher education in Tasmania is the State of Tasmania and University of Tasmania – Making the Future Partnership 2015 – 2025. This partnership with the Tasmanian Government has a focus on five key objectives: educational access and attainment, economic impact by growing research and higher education sector in Tasmania, internationalisation by increasing the flow of international students into the Tasmanian community, a modern economy through research and innovation and alignment of education programs to workforce needs and revitalised regions with increased capital investment.
5 Objectives
The International Strategy provides the University with a framework to develop, fund and implement strategies to meet our key international objectives. These align with the State of Tasmania and University of Tasmania – Making the Future Partnership 2015 – 2025 and include international partnerships; student mobility partnerships; research partnerships; student recruitment; student experience, retention and employability; alignment of course curriculum to research themes; attraction of international talent and increased international outlook amongst our staff.

International objectives
- International learning and teaching and enterprise partnerships
- Student mobility partnerships
- Research partnerships
- International student recruitment
- Student experience, retention and employability
- Alignment of course curriculum to research themes
- Attracting international talent and increasing staff international outlook

6 Enablers
The enablers for sustainable international education at the University of Tasmania include a sustainable funding model, iconic infrastructure and student experience and a strong brand, including building on international alumni networks. Strategies and actions for these enabling activities are included in the implementation plan and will be operationalised by the relevant business area.

Enabling objectives
- Iconic infrastructure and student experience
- Brand, marketing and promotions
- Developing our alumni networks
- Sustainable funding model
7 Responsibilities

In addition to the responsibilities of faculties and institutes, the University of Tasmania’s International Strategy is supported and enabled by the contributions of all of the divisions within the University. The University has taken note and aligns the recommendations of the 2015 NSW Independent Commission Against Corruption report which suggests that universities consider separating the compliance functions from the business development functions; restriction of entering into binding agreements with overseas agents and partners on behalf of the university without considering the full cost and risk of such agreements; considering the full costs associated with international students of different capabilities when making marketing decisions; limiting the number of overseas agents and increasing due diligence on and monitoring of agents and partners.

The International Division’s emphasis is on developing the International Strategy, planning for positioning the University globally, and maximising the significant economic, social and cultural benefits to be gained from the international higher education sector for the University, and to the State. The International Division operates with two sub sections: the portfolio of Global Engagement and portfolio of International Student Recruitment.

- Global Engagement is responsible for developing and driving the strategic internationalisation agenda of the University, initiating, managing and supporting the University’s engagement with international institutional, government and non-government strategic relationships and for developing and encouraging international mobility and experiential programs for students and staff. The office works with Faculties, Institutes and Divisions to develop effective international relations, collaborations and student mobility opportunities, and interfaces with the Research Division to support the objectives of the University’s international research agenda.

- International Student Recruitment is responsible for international marketing and recruitment of students. The section utilises regional development managers and in-country personnel in key markets to ensure its effectiveness in an increasingly globally competitive activity. To date the University has made modest investment in increasing international student load. To achieve a higher proportion of international income, considerable investment will be needed.

The Division of Students and Education is responsible for delivering high quality learning and student experiences at the University of Tasmania through high quality teaching and student learning experiences; a curriculum appropriate to student needs and which reflects the highest ideals of a world-class university; compliance with international and national regulatory standards, that is underpinned by investment into holistic support services and co-curricular, high impact student opportunities which are of high value to international students.

The Division of Research, in partnership with Faculties, Institutes and Global Engagement, has a responsibility for the international research strategy; developing international research alliances and collaborations; promoting activities which drive international rankings; research partnerships; securing international research income; HDR recruitment, the assessment and care of international research students in concert with relevant faculties or institutes and supported by Global Engagement.

The Division of the Chief Operating Officer has a fundamental role to support the pillars of Open to Talent: Strategic Plan 2012-Onwards through enabling functions such as: people and culture; campuses and infrastructure; resources and planning and strategic and business intelligence to better underpin managerial decision-making.

Faculties and Institutes are responsible for working with the divisions in developing new innovative and efficient programs; ensuring work integrated learning opportunities are embedded into programs; marketing and student recruitment plans; embedding the International Strategy in their operations; contributing to positive student experiences; high quality learning and teaching and world-class research outcomes.


Responsibilities

**International Student Recruitment**
- Retail marketing and recruitment strategies
- Advising Faculty/Institutes in course and product demand/development/delivery
- Developing international student pathways with Faculty/Institutes
- Increasing international awareness and understanding of the University’s brand

**Deputy Vice-Chancellor Global**
- Responsible for driving International Strategy, planning, policy and positioning the University globally

**Global Engagement**
- Developing and driving international engagement strategy
- Initiation, development and management of international partnerships and partnership driven student pipelines
- Engaging with foreign funding agencies to support student recruitment
- Developing effective international relations
- Developing and managing student mobility and experiential programs
- Management of executive missions and delegations

**Provost**
- Strategically leads the faculties and specialist institutes to achieve outstanding academic performance
- Maintains the University’s world-class academic profile

**Faculties and Institutes**
- World-class, innovative and efficient programs
- High quality learning and teaching and research outcomes
- High quality student experience
- Research student supervision

**Research**
- Research Partnerships
- Positioning in International Rankings
- Engagement with foreign funding agencies for research funding and training
- International research income
- Recruitment, assessment and care of international research students, includes cotutelles
- Strong research reputation in a number of fields

**Student Experience**
- Student Learning
- Retention and Success
- Student Services
- Student Life
- In partnership with Faculties and Institutes, creating opportunities for Industry Engagement and WIL internships

**Division of Students and Education**

**Strategy and Planning Unit**
- Data collection
- National and international submissions

**English Language Centre**
- Intensive English language tuition

**Curriculum and Quality**
- Internationalisation of Curriculum

**Division of Research**

**Vice-Chancellor**
- Responsible for leading the University in developing international and national relationships and connections

**Advancement**
- International Alumni Relations
- International philanthropy
- International Graduations
8 Strengths, weaknesses, opportunities and threats

8.1 Strengths
- Rebuilt central international engagement and recruitment capability, and improved relations with faculties/institutes
- Improved understanding and commitment as to the importance of building global partnerships and engagement, including student mobility
- Recognition by faculties/institutes that international students are a key enabler of financial viability
- A commitment by faculties/institutes to develop new courses and modify existing ones, in response to market demand/opportunities, and taking into consideration (even leading) new approaches to delivery of courses
- Increased University recognition of the importance of internships, work integrated learning (WIL), employment opportunities, accommodation, community engagement and scholarships in influencing the student choice
- Recognition of the need for curriculum renewal to support internationalisation
- International reputation in all major international rankings, i.e. top 2% of universities in ARWU, 48 from 51 submitted units of research rated at, or above world standard in 2015 ERA
- Strong individual international research linkages – approximately 45% of all research publications in 2014 were developed with international co-authors
- Some specific unique research fields – e.g. marine and Antarctic studies, cool climate agriculture, IMOS, some areas of history and culture.

8.2 Weaknesses
- Failure to align strategies, planning and resourcing across the university
- Budget models not conducive to lead-loss in establishment of new markets
- Immature business intelligence, market analysis, CRM and system capability
- Lack of opportunities for internationalisation within current curriculum structures
- The need to balance quality assurance with nimbleness in identifying, designing and implementing new courses that match market demand
- Immature structures for supporting international research alliances
- Lack of functional evidence detailing priority institutions with which to establish deep institutional research linkages.
8.3 Opportunities

- Strengthening relationship with State Government, local government and business enterprises (and community) in developing the international education industry as a key driver of Tasmania’s economy and future stability in the State’s population
- The University’s unique island location, improving position in world-rankings and niche strengths in research and teaching provide a distinctive brand on which to capitalise in establishing partnerships and attracting students
- Our improving exposure and active positioning overseas provides opportunities to build long-term student markets and relationships with lead organisations and agencies
- Renewed engagement with alumni overseas opens networks in the global community that can be leveraged
- The Draft National Strategy for International Education provides the sector with scope for innovation and improved efficiencies
- Involvement with the development of the State Government Strategy for International Education
- The 2015 Australian National Innovation and Science Agenda which supports collaboration opportunities.

8.4 Threats

- A decline in the University’s position in the critical world rankings
- Failure to maintain, develop or diversify markets in the face of increasing national or international competition
- Failure to retain a competitive business model that considers the total cost of education, against product delivery and student recruitment costs
- Offering courses that are irrelevant to demand and/or perceived lack of value
- Threats to the market – currency fluctuation, reputational damage, migration policy, racism, safety and the simplified student visa framework
- Failure to build critical mass in key subject areas where research relationships can be fostered.
9 Competitive environment

9.1 External competition
The University of Tasmania’s international students are attracted by the increased standing of the University internationally and its world-class specialised course offerings. The University has been successful in achieving one of the highest rates of student growth across the Australian University sector, increasing its international commencing students by over 50 per cent in an 18 month period. Whilst this increase has come in an environment where Australia has a strong reputation as an international student destination, enduring and prestigious universities in the United States and the United Kingdom also compete with the University of Tasmania for international students and are presenting increased competition.

Australia is ranked fifth in terms of its market share for international students behind the United States, United Kingdom, Germany and France. Yet there is increasing competition from Asia, notably in Singapore, Malaysia, Republic of Korea and the Philippines, countries where the cost-of-living for foreign students is very competitive against Australia. The nature of the international education sector also includes external factors such as foreign government immigration policy, visa regulation and government funded financial incentives. For international students, an important determinant of demand is the value of the Australian dollar, influencing the cost for international students to live and study in Tasmania.

The competitive environment of the sector demands agility to identify and capitalise on opportunities; to respond to market demands with innovative course offerings, with flexible and blended course delivery; to deliver the highest level of student experience; and to ensure diversification of markets and strategies.

9.2 Internal competition
The University of Tasmania’s global reputation is of central importance. Building on the University’s strengths of being the fourth oldest university in Australia and its world-class learning and teaching and research outcomes, the University needs to offer relevant, flexible and high quality courses that provide global employability skills and abilities to its graduates. This is important both to attract new students and retain current students. Talented teaching and research staff with international experience are crucial in retaining the University’s global reputation. In addition, iconic infrastructure, provision of high quality and accessible student support services, opportunities to have high impact co-curricular experiences, accommodation and facilities remain important in attracting and retaining students and attracting staff.

Whilst the majority of international students choose an undergraduate bachelor degree to study, the University is growing its associate degree and Massive Open Online Course offerings that will provide new pathway opportunities. Enrolments in postgraduate studies are growing and remains critically important for international student growth. In addition, growing the University’s Higher Degree by Research (HDR) enrolments by attracting students from around the world is also a key marketing focus for the University.

13 University of Tasmania, 2015 Division of International Operational Plan, Hobart
10 Principles

Linking to key success factors for the higher education industry, the University of Tasmania’s principles for internationalisation, and for the attraction and retention of international students, are:

- World-class facilities, including accommodation, lecture theatres, research infrastructure and library resources are essential. For external courses, strong delivery systems, resources and support are key to success.
- A sustainable funding model is important as competition for international students is expected to increase and a competitive and flexible cost structure is vital.
- Workforce aligned, flexible, current and globally relevant courses that respond to the needs of students and their potential employers.
- International research partnerships to enhance the quality and reputation of the University’s research and its impact in a global setting. Using our experience with international partnerships, staff and students to enhance our curricula to include globally-relevant themes, to the benefit of all students and staff.
- Success across internationalisation includes increased mobility of our staff and of our Australian students. Increases in such activities lead to a strengthening of key partnerships and new sources of research funding15.
- Distinctive student experience capitalising on our unique location is essential – including tailored support to meet International student needs including transition and academic adjustment, English language, social connections between students and employment opportunities (including on campus).

11 Competitive strategy

The University of Tasmania’s International Strategy supports a broad differentiation competitive strategy, targeting countries within the Pacific Rim, focusing on China, India, ASEAN countries, the Middle East and Latin America. The objectives of this strategy are aimed at achieving a unique customer value proposition – providing world-class teaching and research focused student experiences within the pristine Tasmanian environment. The International Strategy is aimed at growing and retaining our international student body, enriching the cultural, social and economic wellbeing of our students and the State, growing our research income, driving opportunities for innovation and improving on our world-class rankings. To achieve these outcomes the University will improve customer value and better address customer needs by working closely with our domestic and international partners.

The University employs two main strategic options for entering and expanding international student recruitment: 1) maintaining a home country base and recruiting through the international retail market and, 2) forging strategic alliances with foreign partners. Each of these options is underpinned by our international research reputation and research activities. In essence the University is building a global brand, expanding into markets. For a sustainable competitive advantage the University of Tasmania needs to align with the draft National Strategy for Higher Education and build and invest in quality partnerships, provide high quality English language proficiency support, provide quality and affordable student accommodation, vibrant student experiences, increased community engagement opportunities and relevant course curriculum and business/industry engagement to increase graduate employability.

With the domestic higher education market becoming increasingly competitive and closer to market saturation, most Australian universities have an increasing dependency on international revenue growth. However, the retail International Education sector is also becoming increasingly competitive with more tertiary students becoming globally mobile. This growth is expected to continue. As a result, an increased number of countries and higher education institutions are investing in international education activities, developing education as an important export industry. The United States, United Kingdom, Canada and New Zealand are progressively becoming strong English-speaking competitors for the University of Tasmania. Likewise, some markets are becoming competitors such as China, Japan, Korea, Singapore, Malaysia, the Middle East and Europe.

Aside from this increasing competition, there are external factors such as the value of the Australian dollar and Australian and foreign government policies that the University of Tasmania cannot easily influence, or rely on, to recruit and retain international students. Hence, there is a need to move to a far larger proportion of international students originating from partnerships which facilitate transfer of student cohorts to the University of Tasmania. The University’s existing student cohort partnerships are predominantly in China and Hong Kong, not all of which bring guaranteed onshore load. The University is currently building student cohort partnerships in Indonesia, Malaysia, Oman and with other partners in China which will lead to onshore flow.

12 Monitoring, evaluating and reporting

With overarching responsibility for the implementation and monitoring of the International Strategy, the Office of the International Division will manage and coordinate the setting of milestones and execute the strategy in close communication with key responsible areas and stakeholders. The Office of the International Division will monitor developments and progress on milestones and ensure changing conditions, new ideas or opportunities are adopted into the strategy.

As part of an integrated approach to internationalisation, each division with international responsibilities will have supporting dedicated international operational plans to execute this strategy. Formal performance evaluation on milestones will be managed through the Office of the International Division every 90 days with monthly management reviews and a reassessment of targets and activities annually. The Research Division will collate and monitor relevant performance metrics which are consistent with the management of international research alliances and partnerships, engagement with offshore funding programmes and the recruitment of doctoral candidates and faculty from an international research community. The Strategy and Planning Unit, within the Chief Operating Officer Division, will monitor trends and international rankings.
## 14 International Strategy implementation plan

### 14.1 Objective 1: International Learning and Teaching and Enterprise Partnerships

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Actions</th>
<th>Accountability</th>
<th>Operational Indicators and Targets</th>
<th>Timeframe</th>
<th>Links to other University Strategies and Plans</th>
</tr>
</thead>
</table>
| 1.1 Increase number of quality International learning and teaching and enterprise partnerships | 1.1.1 Develop and implement a partnership performance matrix | PVC GE | Partnership performance matrix developed with associated metrics - ensuring partners are consistent with our values and strategic objectives | April 2016 | Open to Talent Strategic Plan  
Global Engagement Operational Plan  
Student Experience Strategy 4.6  
Community and Partnerships Strategic Plan  
International Student Recruitment Plan  
Faculty and Institute Plans |
| | 1.1.2 Partner with State Government and other partners to further the student and staff experience, enhance research potential and increase opportunities for new learning and teaching interactions | PVC GE | Number of partnerships on partnership performance matrix | June 2016 | |
| | 1.1.3 Consolidate, strengthen and grow partnership driven student pipelines to provide a sustainable flow of students on-shore | PVC GE | Consolidated programs in China, establish new programs in Indonesia, Malaysia and Oman | Ongoing | |
| | 1.1.4 Engage strategically in capacity-building partnerships with target regions/countries | PVC GE  
PVC S&P | Number of student pipeline partnerships with a linked mobility opportunity and/or cotutelle and/or staff exchange experience | Ongoing | |
| | 1.1.5 Develop robust policy and procedure for the governance, approval and review of international agreements and to ensure international partnerships are coordinated and connect with strategy | PVC GE | Robust policy and procedure in place for International Agreements | June 2016 | |
| | 1.1.6 Develop and implement database of international partners | PVC GE | GE-Net operationalised and in use by all faculties and institutes | June 2016 | |
## 14.1 Objective 1: International Learning and Teaching and Enterprise Partnerships cont.

<table>
<thead>
<tr>
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<tr>
<td></td>
<td>1.1.7 Foster and enhance relationships with Austrade, Australian embassies, foreign embassies and consulates in key and emerging markets</td>
<td>PVC GE</td>
<td>Compliance with TEQSA standards will be reviewed with respect to Third Party Agreements in the remit of Global Engagement, and processes for monitoring and reporting will be implemented and documented as necessary</td>
<td>Ongoing</td>
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<td></td>
<td>1.1.8 Identify opportunities to develop and grow multi-institutional partnerships for teaching/research.</td>
<td>PVC GE</td>
<td>Number of multi-institutional partnerships for teaching/research</td>
<td>Ongoing</td>
<td></td>
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<td></td>
<td>1.2 Provide opportunities for international students to engage with an innovation and incubator hub</td>
<td>DVC R</td>
<td>Discussion between Provost, DVC R and Dean TSBE to test concept, issues and approach including project team to represent TSBE, research and external stakeholders</td>
<td>June 2016</td>
<td>Strategic Research Plan 2014-2016 Research Commercialisation Strategy Faculty/Institute plans DVC G International Operational Plan Global Engagement Plan International Student Recruitment Plan Research International Operational Plan Faculty and Institute Plans</td>
</tr>
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<td></td>
<td>1.2.1 Agree a hub framework and implementation approach for student enterprise</td>
<td>DVC R</td>
<td>Established portal for links with industry (e.g. I &amp; E Hubs)</td>
<td>2017</td>
<td></td>
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<tr>
<td>Strategy</td>
<td>Actions</td>
<td>Accountability</td>
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</table>
| **1.3 Increase number of quality Industry Student Engagement partnerships** | 1.3.1 Develop and implement an industry partnership performance matrix | DVC S&E | Industry Partnership performance matrix developed with associated metrics - ensuring partners are consistent with our values and strategic objectives | June 2016 | DVC S&E International Operational Plan
| | | DVC R | Number of industry partnerships on partnership performance matrix | | Strategy for Innovation and Enterprise
| | | | | | International Student Recruitment Plan
| | | | | | International Student Recruitment and marketing (operational) plans
| | | | | | Global Engagement
| | | | | | International Operational Plan
| | | | | | Community and Partnerships Strategic Plan |
| 1.3.2 Identify and build work integrated learning (WIL) and work experience partnership opportunities for students that enhance graduate capabilities/employability | DVC S&E | Number and types of internships, work placements and WIL* agreements by region | | | |
| 1.3.3 Identify and build partnership opportunities that enhances access to suitable and affordable international student accommodation | DVC S&E | Number of accommodation agreements or partnerships by region | | | |

*WIL currently exists in various forms including:
- Internships
- Work placements
- Industry based learning
- Community based learning
- Clinical rotations
- Practical projects
## 14.2 Objective 2: Student Mobility Partnerships

<table>
<thead>
<tr>
<th>Strategy</th>
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</thead>
<tbody>
<tr>
<td>2.1 Student Mobility</td>
<td>2.1.1 Establish central policy for student mobility clarifying governance and ensure mobility is coordinated and aligned strategically</td>
<td>PVC GE</td>
<td>Policy developed and submitted to Committee Linked to Partnership Framework Tool (GE-Net)</td>
<td>Dec 2016</td>
<td>Annual review of Study Abroad fees</td>
</tr>
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<td></td>
<td>2.1.2 Annual review and benchmarking of Study Abroad fees</td>
<td>PVC GE</td>
<td>Fee structure is competitive in the Study Abroad market both domestically and internationally</td>
<td>Annually</td>
<td></td>
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<td></td>
<td>2.1.3 Develop a student exchange partnership and performance matrix and review exchange and study abroad agreements against it</td>
<td>PVC GE</td>
<td>Matrix developed Number of effective exchange agreements Number of students per partnership</td>
<td>Annually</td>
<td></td>
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<td></td>
<td>2.1.4 Increase in the number of inbound study abroad students and outbound domestic students through innovative programs, promotion, recruitment and resourcing</td>
<td>PVC GE</td>
<td>Increase in number of inbound study abroad students to 100-120 in 2017 Increase in number of outbound mobility students</td>
<td>Annually</td>
<td></td>
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<td></td>
<td>2.1.5 Raise awareness and participation in international mobility, work with the community to accept mobility as an integral part of learning, and ensure international experiences are an essential element of curriculum renewal and development processes</td>
<td>PVC GE/ Faculties and Institutes</td>
<td>Maintain or increase share of funding through New Colombo Plan and other significant Government funded Mobility scholarships Achieve inbound/ outbound balance in student exchange partnerships</td>
<td>Ongoing</td>
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<td>2.1.6 Work with Advancement to build resources for mobility, including increasing scholarship funding and international internship opportunities with Alumni</td>
<td>PVC GE/ Faculties and Institutes/DVC S&amp;E/ED Adv</td>
<td>Increase in number of courses with structure allowing international experience</td>
<td>Ongoing</td>
<td></td>
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## 14.3 Objective 3: International Research Partnerships

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<tr>
<th>Strategy</th>
<th>Actions</th>
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<tbody>
<tr>
<td><strong>3.1 Increase number of Quality International Research partnerships and collaborations</strong></td>
<td>3.1.1 Develop and implement a research partnership performance matrix</td>
<td>DVC G/DVC R PVC (Strategic Projects)</td>
<td>Research Partnership performance matrix developed with associated metrics ensuring partners are consistent with our values and strategic objectives</td>
<td>June 2016</td>
<td>Strategic Research Plan</td>
</tr>
<tr>
<td></td>
<td>3.1.2 Strengthen, diversify and leverage international research partnerships for increased funding</td>
<td>DVC R</td>
<td>Increased funding from international sources/Number of collaborations</td>
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</tbody>
</table>
|                                                                           | 3.1.3 Strategic leadership and investment in high-quality international research collaborations | DVC R          | Number and breadth of partnerships with top tier international universities Increased international research funding  
Aspirational  
Two research areas recognised as Top 5 in world (scholarly and research) |             |                                               |
|                                                                           | 3.1.4. Communicate international funding opportunities throughout University | DVC R          | Increased international research funding                                                           |             |                                               |
|                                                                           | 3.1.5 Increase the volume of papers/articles published in high impact journals co-authored with international partners | DVC R          | Number of co-publications                                                                           |             |                                               |
|                                                                           | 3.1.6 Increase international HDR recruitment                             | DVC R/PVC GE   | Number and percentage of HDR by FoE and by region                                                  |             |                                               |
|                                                                           | 3.1.7 Promotion of the University’s strengths in international subject rankings to potential partners to further develop the university’s reputation as a leader in our thematic areas and to leverage stronger ties with peer organisations | PVC S&P        |                                                                                                   |             |                                               |
|                                                                           | 3.1.8 Support for Research Leaders to take greater leadership roles on international boards and to leverage closer ties with other world-leading institutions | PVC S&P        |                                                                                                   |             |                                               |
### 14.4 Objective 4: International Student Recruitment

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<th>Operational Indicators and Targets</th>
<th>Timeframe</th>
<th>Links to other University Strategies and Plans</th>
</tr>
</thead>
</table>
| **4.1 Build on leading differentiated programs and develop new programs** | 4.1.1 Leading differentiated and new programs will be identified and developed in collaboration with expert Faculty staff | ED ISR/Deans/ED SS/ED SO | Identification of 3-5 Leading programs per Faculty  
Identification of package for top 5 volume programs (B.Bus, MPA, B.ICT etc) by monitoring international subject rankings  
Creation of 3 new social media program focused properties |                                                                           | Faculty and Institute Plans  
International Student Recruitment and Marketing (operational) plans |
| **4.2 Measure and monitor agent performance and develop new pathways and channels (including direct recruitment)** | 4.2.1 International student pathways will be developed and strengthened by managing and monitoring agents, streamlining accreditation and optimising opportunities | DVC G/ED ISR/ED SO/Deans | 10% reduction in total visa refusals  
3% increase offer to acceptance conversions |                                                                           | International Student Recruitment International Plan |
|                                                                          | 4.2.2 Carefully monitor and manage and minimise visa refusals and migration non-compliance                                               | ED ISR                |                                                                                                  |                                                                          |                                                                                                               |
## 14.4 Objective 4: International Student Recruitment cont.

<table>
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<tr>
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<th>Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>4.3 Create customised content and implement new technologies for effective marketing</strong></td>
<td>4.3.1 Successes, key program and experience messages and content will be developed with Faculties and relevant Divisions and used in efficient and innovative digital marketing campaigns</td>
<td>DVC G/ED ISR/ Faculties and Institutes DVC S&amp;E</td>
<td><strong>Short-term:</strong> 4% increase volume 20% increase in China volume (~4% total volume) <strong>Long Term:</strong> The proportion of total revenue from international students in onshore programs to be 22% by 2020 Increase proportion of onshore students to at least national average Increase proportion of offshore students to at least national average</td>
<td><strong>Short-term</strong></td>
<td>International Student recruitment and marketing (operational) plans International Student Recruitment International Plan Faculty and Institute Plans</td>
</tr>
<tr>
<td><strong>4.4 Improve University systems and processes that support international student recruitment</strong></td>
<td>4.4.1 Reduce application to offer timeframes</td>
<td>ED SO/ED ISR/ Deans</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>4.4.2 Develop a university-wide review of application to offer processes for international students</td>
<td>ED ISR/ED SO</td>
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</table>
### 14.5 Objective 5: Student Experience, Retention and Employability

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<th>Strategy</th>
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<th>Timeframe</th>
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</tr>
</thead>
</table>
| **5.1 Enhance the University’s English Language Intensive Course for Overseas Students** policy to improve the English language proficiency of international students | 5.1.1 Implement the University’s English language proficiency policy to improve the English language proficiency of international students  
5.1.2 Implementation of the Academic Communication (EL) breadth unit - Identify highest priority areas within each Faculty for embedding unit | DVC S&E/ Faculties and Institutes  
DVC S&E/ Faculties and Institutes | English language proficiency policy implemented  
Fully developed model of on-shore/off-shore, blended/flexible courses  
Establish a model enabling immersive learning programs integrating content, language, UTAS experience  
International pathway courses with re-creation of Tasmanian experience offshore  
Number of articulation agreements  
Number of advanced standing agreements | 2016  
2018 | English Language Proficiency Policy implementation plan  
DVC S&E International Operational Plan  
ISR International Operational Plan |
| **5.2 Investigate opportunities to provide University of Tasmania education services overseas** | 5.2.1 Completion of an initial phase of a strategy that identifies:  
- Opportunities  
- Potential partners  
- Risks  
- Financial models  
- Associate degrees  
- Foundation and ELC opportunities | PVC GE/ED ISR/ ELC/Faculties and Institutes |                                                                                     |                                                     |           |                                                                                                               |
14.5 Objective 5: Student Experience, Retention and Employability cont.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td><strong>5.3 Implement a coordinated institutional approach to establishing new international scholarships</strong></td>
<td>5.3.1 Develop policy for establishing new international scholarships and develop process to review existing scholarship allocations</td>
<td>ED SO/ED ISR/ PVC GE/ED Adv</td>
<td>Meeting between key stakeholders in ISR, GE and Student Operations to brainstorm objectives and develop proposal</td>
<td>2016</td>
<td>International scholarships policy implementation plan ISR International Operational Plan COO International Operational Plan Student Experience Strategy Retention and Success Strategy DVC S&amp;E International</td>
</tr>
<tr>
<td></td>
<td>5.3.2 Develop policy for establishing new international HDR scholarships and develop process to review existing scholarship allocations</td>
<td>DVC R/PVC GE/ED Adv</td>
<td>Written framework/policy proposal SENEX members approval</td>
<td></td>
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</tr>
<tr>
<td><strong>5.4 Implement a cohesive suite of proactive intervention strategies for retention of international students at risk</strong></td>
<td>5.4.1 Promote the Retention and Success Strategy to faculties and institutes and support the development of plans identifying highest priority areas for focus</td>
<td>DVC S&amp;E</td>
<td>Workshop undertaken with faculties and institutes Key attrition/failure hotspots identified Key units identified for targeted interventions</td>
<td>2016</td>
<td></td>
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<tr>
<td></td>
<td>5.4.2 Identify appropriate levels of funding to support provision of student supports, services and high impact experiences which specifically attract and retain international students and are comparable to the sector as part of the budget process</td>
<td>DVC S&amp;E/ED SS/DVC G/COO</td>
<td>Funding model agreed</td>
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</table>
14.5 Objective 5: Student Experience, Retention and Employability cont.

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<th>Strategy</th>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td>5.5 Invest in aspects of the student experience which are critical to international marketability and deliver a suite of sector leading services</td>
<td>5.5.1 Enhance international specific resources packages (online and hard copy) to create greater visibility of what is currently on offer – orientation and welcome; accommodation, leadership and employment (during and post study); student services and information</td>
<td>DVC S&amp;E</td>
<td>Exemplar identified and considered for business case – Spiritual and pastoral care Enhancement of resource packages developed and promoted to international students which is competitive in the sector</td>
<td>2016</td>
<td>Student Experience Strategy Retention and Success Strategy</td>
</tr>
<tr>
<td></td>
<td>5.5.2 Expand the use of peer leaders to strengthen student experience resourcing across all focus areas</td>
<td>DVC S&amp;E</td>
<td></td>
<td>2016</td>
<td></td>
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<td></td>
<td>5.5.3 Strengthen and expand – work based learning opportunities into courses</td>
<td>DVC S&amp;E</td>
<td>% undergrad courses have a WIL component built into the structure</td>
<td>2020</td>
<td></td>
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<tr>
<td></td>
<td>5.5.4 Recognise and reward innovative and flexible learning and teaching excellence</td>
<td>DVC S&amp;E</td>
<td>Recognised by the sector as a national leader in the use of advanced technology in the L&amp;T environment</td>
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<td>5.5.5 Work with students to further enhance and expand a suite of innovative, student led programs and events that give a unique Tasmanian experience</td>
<td>DVC S&amp;E</td>
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<td>5.5.6 Develop institutional database to capture industry partners and levels of engagement and number of student opportunities</td>
<td>DVC G/ DVC S&amp;E</td>
<td>Database developed</td>
<td></td>
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<td>5.5.7 Develop industry partner scheme through the career service to improve incentivisation and coordination of student opportunities</td>
<td>DVC S&amp;E</td>
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<td></td>
<td>5.5.8 Identify and build volunteer, leadership and career partnership opportunities that enhance graduate capabilities/employability</td>
<td>DVC S&amp;E</td>
<td>Number of volunteer, leadership and career partnership opportunities by region</td>
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</table>
### 14.6 Objective 6: Align Course Curriculum to Research Themes

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<th>Strategy</th>
<th>Actions</th>
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<th>Timeframe</th>
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<tbody>
<tr>
<td>6.1 Assure that we provide attractive degree offerings that match our identified strong areas of research</td>
<td>6.1.1 Review the alignment of teaching and research and the naming and presentation of degrees to take advantage of our areas of strong reputation</td>
<td>DVC S&amp;E/DVC R/PVC GE</td>
<td>Include in the University Curriculum Review project as a clear outcome</td>
<td>Dec 2016</td>
<td>Curriculum Review White Paper</td>
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</tbody>
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### 14.7 Objective 7: Attracting international talent and increasing staff international outlook

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<th>Strategy</th>
<th>Actions</th>
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<th>Timeframe</th>
<th>Links to other University Strategies and Plans</th>
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</thead>
<tbody>
<tr>
<td>7.1 Curricula and staff development incorporates internationalisation</td>
<td>7.1.1 Staff with international education experience join the curriculum working group</td>
<td>DVC S&amp;E</td>
<td>Staff with international education experience have joined curriculum working group and have provided input to review</td>
<td>2016</td>
<td>Strategic Plan: Open to Talent</td>
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<td></td>
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<td></td>
<td>Ongoing</td>
<td></td>
<td>Strategic Plan for Learning and Teaching</td>
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<td>Student Experience Plan</td>
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<td></td>
<td>7.1.2 Key international stakeholders identified to provide input to Curriculum Review</td>
<td>Provost/ED HR</td>
<td>Recruitment of talent for input into Curriculum Review</td>
<td>2016</td>
<td>Retention and Success Strategy 2015 -2017</td>
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<td>Divisional and Faculty/Institute plans</td>
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<td>DVC S&amp;E International Operational Plan</td>
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<td>ISR International Operational Plan</td>
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<td>GE International Operation Plan</td>
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<td></td>
<td>Support PVC S&amp;P operational plan</td>
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<tr>
<td>7.2 Increase opportunities for staff mobility and international staff engagement</td>
<td>7.2.1 Research collaboration and staff exchange with overseas institutions</td>
<td>DVC R/PVC GE</td>
<td>% of curriculum with global outlook</td>
<td>Ongoing</td>
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<td>7.2.2 Diversify the opportunities available for staff to undertake exchange or visiting scholar placement at overseas institutions</td>
<td>Provost/PVC GE</td>
<td>% of academic staff to have participated in an international engagement activity* annually</td>
<td>Annual</td>
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<td></td>
<td>7.2.3 Development of opportunities for staff led student mobility programs through GE</td>
<td>PVC GE</td>
<td>Establish benchmark and grow</td>
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<td>7.2.4 Develop program of guest lectures through key partners.</td>
<td>Faculties and Institutes/PVC GE</td>
<td>Establish benchmark and grow</td>
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<td>7.2.5 Implement process to identify guest lecture opportunities with staff travel</td>
<td>Faculties and Institutes/PVC GE</td>
<td>Establish benchmark and grow</td>
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<td>7.2.6 Develop a model for professional staff exchange with key partners</td>
<td>Faculties and Institutes/PVC GE/ED HR</td>
<td>Establish benchmark and grow</td>
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<td>7.2.7 Increase academic staff engagement with key international fellowship schemes</td>
<td>Provost/Faculties and Institutes</td>
<td>Establish benchmark and grow</td>
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<td>7.2.8 Increase academic staff engagement with impactful international study leave</td>
<td>Provost/Faculties and Institutes</td>
<td>Establish benchmark and grow</td>
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### 14.8 Enabling Objective 8: Iconic Infrastructure

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</thead>
<tbody>
<tr>
<td>8.1 Make vibrant, friendly and attractive campuses for students with strong community engagement</td>
<td>8.1.1 Agreed international sustainable funding model for urban campus facilities</td>
<td>COO</td>
<td>Sustainable funding model established Contemporary library for new generations of scholars (student community, latest technology)</td>
<td>2017</td>
<td>Community and Partnerships Strategic Plan COO International Operational Plan DVC S&amp;E International Operational Plan</td>
</tr>
<tr>
<td></td>
<td>8.1.2 Assure International Division is part of planning for Inveresk, Domain and Southern campus developments</td>
<td>COO/DVC G</td>
<td>Mixed shared and community accessible arts centre space Buildings opened up for not for profits</td>
<td>2020</td>
<td></td>
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<td></td>
<td>8.1.3 Designated position on all planning committees representing interests of international students</td>
<td>DVC G</td>
<td>Corporations headquartered within university grounds Planetarium – fully accessible and best in southern hemisphere</td>
<td></td>
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<td></td>
<td>8.1.4 High quality research infrastructure</td>
<td>DVC R/PVC RI</td>
<td>Researchers using UTAS research infrastructure</td>
<td></td>
<td>Strategic Research Plan/ Research Infrastructure Priority Plan</td>
</tr>
<tr>
<td>8.2 Improve the quality of educational and living experience for international students</td>
<td>8.2.1 Determine appropriate levels of investment to enhance access to student information and advice, health and wellbeing services sport and recreational opportunities; transport; Wi-Fi improvements; early engagement and orientation; family support improvements; coordinated accommodation across Uni and private sector, e.g. Vic and SA models</td>
<td>COO/DVC S&amp;E/ED SS/DVC G</td>
<td></td>
<td></td>
<td>Student Experience Plan</td>
</tr>
</tbody>
</table>

*An international engagement activity for staff for the purpose of the International Strategy includes:
- Membership of Committees of International Scholarly Associations
- Active participation in an international research collaboration
- Participating in a GE student mobility initiative
- Attendance at international conferences to present a paper
- Supervision of an international HDR student
- Other activities as agreed by DVC G or Provost*
14.9 Enabling Objective 9: Brand, Marketing and Promotion

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</thead>
</table>
| 9.1 Work with the National and State Governments to market and brand Tasmania as high-quality international education destination | 9.1.1 Further build relationship with “Discover Tasmania” team for coordinated marketing campaigns and content sharing and leverage Govt work in China to align target China segments to our strengths  
9.1.2 Ensure that the Study Tas website is a top international student website  
9.1.3 Increase awareness of Tasmania’s strengths in international education through stronger marketing efforts including detailed and differentiated marketing plans for key growth markets; working with Discover Tasmania to welcome friends and relatives of international students to Tasmania  
9.1.4 Further development of the Let’s Explore initiative in partnership with TICT | DVC G/ED ISR/ PVC GE  
ED ISR  
ED ISR  
ED ISR | Bilateral campaign implemented and measured  
Increase in application volume of students from Tasmanian pathways (schools/ TAFE) | Ongoing                                                     |                                              |
### 14.9 Enabling Objective 9: Brand, Marketing and Promotion cont.

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</table>
| **9.2 Agree key reputation criteria for seven targeted focus areas and build specific marketing plans** | 9.2.1 Identify focus areas and develop the reputation criteria. Test in marine/maritime | DVC G/PVC GE/ DVC R/PVC S&P | National subject rank at 9 – 11 in appropriate international subject or faculty rankings (3 – 4 theme areas by 2019 and a further 3 – 4 by 2021) | Aspirational Break into top 1% of universities globally in each of the themed areas | Divisional and Faculty/ Institute plans  
DVC S&E International Operational Plan  
ISR International Operational Plan  
GE International Operation Plan  
Strategic Plan: Open to Talent  
Strategic Plan for Learning and Teaching  
Student Experience Plan  
Retention and Success Strategy 2015-2017  
Divisional and Faculty/ Institute plans  
Advancement International Operational Plan  
Global Engagement Operational Plan  
Partnership matrix |
| 9.2.2 Enhance the volume of high-impact, highly cited, internationally co-authored research outputs | DVC R/Faculties and Institutes/ PVC GE |  |  |  |
| 9.2.3 Maximise the added value of staff visits to partner organisations to showcase research, learning and teaching and enterprise strengths of the University | PVC GE/DVC R/ Faculties and Institutes |  |  |  |
| 9.2.4 Develop specific marketing plans | ED ISR/ED M&C | Specific marketing plans developed |  |  |
| **9.3 Attract students from around the world** | 9.3.1 Attract students from around the world to study pathways through to HDR | DVC G/ED ISR/ DVC R/DVC S&E/PVC GE | The proportion of total revenue from international students in onshore programs to be 22% by 2020  
Increase proportion Scholarships for international students above national average  
Collaborative or joint programs include progression to HDR | Aspirational International student cohort at 30% of total student number |  |
### 14.9 Objective 9: Brand, Marketing and Promotion cont.

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<th>Operational Indicators and Targets</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>9.4 Establish international Alumni chapters</strong></td>
<td>9.4.1 Align and identify countries of focus with GE and ISR activities</td>
<td>ED Adv/PVC GE</td>
<td>International chapter established Maximum of 2 new overseas based chapters per annum in key identified countries</td>
<td>2017</td>
<td>International alumni plan Student Experience Strategy Community Engagement Plan</td>
</tr>
<tr>
<td></td>
<td>9.4.2 Identify model to be used (legislation or non-legal)</td>
<td>ED Adv</td>
<td></td>
<td>2020</td>
<td>Advancement International Operational Plan</td>
</tr>
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<td></td>
<td>9.4.3 Identify chapter champions/groups in celebrating and broadening the University profile</td>
<td>ED Adv</td>
<td></td>
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<td></td>
<td>9.4.4 Research and development; competitor analysis; strategy; opportunities</td>
<td>ED Adv</td>
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<td></td>
<td>9.4.5 Build global connections with alumni and alumni networks</td>
<td>ED Adv</td>
<td>Approximately 2 average positive engagements per contactable alumni a year</td>
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<tr>
<td></td>
<td>9.4.6 Draw on expertise of influential alumni and the alumni network to grow opportunities for current and future students and staff by fostering relationships</td>
<td>ED Adv</td>
<td>Current up to date database on influential alumni by region</td>
<td></td>
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