



Internationalisation

- 5.1 Internationalisation at UOW
- 5.2 Planning for Quality

PLAN
 - 5.2.1 Strategic Directions
 - 5.2.2 Managing the Plan
- 5.3 Ensuring Quality

ACT
 - 5.3.1 Offshore Programs
 - 5.3.2 International Students at UOW
 - 5.3.3 Internationalisation of the UOW Experience
 - 5.3.4 International Alliances
- 5.4 Review and Evaluation

REVIEW
 - 5.4.1 Monitoring Performance
 - 5.4.2 Evaluation—Offshore Programs
 - 5.4.3 Evaluation—International Students at UOW
 - 5.4.4 Evaluation—Internationalisation of the UOW Experience
 - 5.4.5 Evaluation—International Alliances
- 5.5 Priorities for Action

IMPROVE

5.1 Internationalisation at UOW

UOW has an international student population of over 7,500 in Australia and overseas. It is committed to achieving the international focus, reputation and institutional culture that will assure its future development and contribute to the development of its region.

UOW aims to integrate internationalisation into all activities as a 'whole of institution' strategy. This strategy encompasses the experiences of onshore domestic and international students and offshore students; international partnerships and exchanges; and UOW's educational presence in overseas locations.

UOW recognises that internationalisation stimulates research through cross-fertilisation of ideas and helps to drive the continuing enhancement of teaching programs. It also provides an environment in which all students can attain the Graduate Attribute of 'appreciation and valuing of cultural and intellectual diversity and the ability to function in a multicultural or global environment'.

5.2 Planning for Quality

5.2.1 Strategic Directions

Internationalisation at UOW is governed by the strategic goal, 'a strong international focus in all our activities' (UOW Strategic Plan Goal 4), and is embedded into the planning and policy framework. Specific objectives and strategies are articulated in the Internationalisation Strategic Plan (see The Institution, 2.2.3).¹

The existing Plan was reviewed in 2003–2004 and revised as a Core Function Plan under the 2004 planning framework. The 2005–2007 Plan sets the following objectives:

1. Identify and develop key international alliances
2. Prepare students for roles in an international, multicultural context
3. Enhance cultural sensitivity and understanding among staff and students
4. Support the diversification of the student profile
5. Equip international students with the skills and knowledge to fully engage in the UOW student experience
6. Enhance the University's capacity to compete in the international market

PLAN

¹ Internationalisation Strategic Plan 2004–2007, SM4

5.2.2 Managing the Plan

The Vice-Principal (International) provides overall leadership under the Plan and has executive responsibility for internationalisation strategies and activities as follows:

- Vice-Principal (International)—international student recruitment, University-wide international linkages, UOW Dubai management and international strategy.
- Pro Vice-Chancellor (Academic)—offshore teaching programs, faculty international linkages and UOW Dubai programs.
- Pro Vice-Chancellor (Operations)—approval of financial aspects of offshore programs.
- Pro Vice-Chancellor (Research)—international research collaborations.

The University Internationalisation Committee² (UIC), chaired by the Vice-Principal (International), is the committee of Academic Senate responsible for policy development and the implementation of internationalisation strategies. UIC reviews performance against planning objectives and reports to Academic Senate each year and conducts the end-of-cycle review of the Plan every three years (see The Institution, 2.2.3).

Deans are responsible for most day-to-day aspects of offshore teaching arrangements, in consultation with members of the executive and UOW's legal and finance units. UOW services such as UniAdvice, the University Library, CEDIR and Student Services all support internationalisation.

ACT

5.3 Ensuring Quality

5.3.1 Offshore Programs

UOW has pursued an international profile since the 1970s through attraction of international students, research collaboration and the delivery of teaching programs in a number of overseas locations, most notably in Dubai.

5.3.1.1 UOW Dubai³

Established in 1993 as the Institute of Australian Studies, UOW Dubai (UOWD) now offers a range of degree programs to over 1800 students. UOWD is owned and run, on behalf of UOW, by the Illawarra Technology Corporation, the University's commercial arm (see The Institution, 2.3.8).

UOWD operated as a branch campus of UOW until 2003 when it became an independent, private university that operates under its own charter in accordance with United Arab Emirates law. An independent Board of Trustees ensures the highest academic and

² UIC Terms of Reference, SM10
³ UOWD Performance Review, SM40

corporate governance standards. UOWD has its own strategic plan⁴ within the UOW planning framework and is committed to achieving the UOW Vision.

The UOWD Board of Trustees has a formal relationship with UOW Australia to provide particular services and support, including quality assurance of academic programs including assessment⁵ and access to library resources and services.

UOWD has taught UOW degree programs from inception and, through its Academic Board and Education Committee, develops and monitors the implementation of quality assurance policies and procedures for course and subject design and review. ‘Student-centred objectives’ have been developed to enhance the student experience and help to instill the UOW Graduate Attributes. UOWD students may require extra units to complete a UOW degree (i.e., three and a half years instead of three years) depending on their high school background.

All undergraduate and postgraduate degrees delivered at UOWD are endorsed as ‘accreditation-eligible’ by the UAE Ministry of Higher Education and Scientific Research. UOWD is the first western university in the UAE to receive accreditation for all courses.

UOWD is actively engaged in research with financial support from UOW. UOWD staff are eligible to apply for funding from UOW schemes in both teaching and research.

5.3.1.2 Other Offshore Teaching Locations

UOW currently delivers courses offshore through partners in Hong Kong, Malaysia, Singapore and the USA.⁶ In 2004, offshore courses were offered by the faculties of Informatics, Commerce, Education, Engineering and Creative Arts. All courses are approved by the UOW Academic Senate and reviewed in annual faculty planning reports and, from 2004, under the new UOW Review Framework (see The Institution, 2.3.2).

Arrangements for the delivery of these courses is governed by formal contracts of collaboration between UOW and partner institutions. Agreements include clear provisions for the teaching, assessment and moderation of subjects, the facilities and services that must be provided to UOW students, and the promotion and advertising of programs.⁷

Examples of the quality assurance measures adopted for offshore courses at faculty level include the procedures, managed by the International Offices in Informatics and Engineering and in Commerce, for the rigorous assessment of new offshore programs⁸ and the annual review of existing programs.⁹ The procedures for assessing new programs include the preparation of a business plan for submission to the PVC-A, PVC-O and finance and business units and the completion of risk management and quality assurance checklists.¹⁰

- 4 UOWD Strategic Plan 2004–2007, SM41
- 5 UOWD Performance Review, section 4.5, SM40; assessment practices approved by UOW Academic Board, 29 June 2004
- 6 Table of Offshore Courses 2004, Appendix K
- 7 Sample contract, SM42
- 8 Procedures for Assessment of New Programs, SM43
- 9 Procedures for Annual Review of Offshore Programs 2003, SM44
- 10 www.uow.edu.au/about/teaching/approval/newforms.html

5.3.1.3 Offshore Teachers

UOW staff are involved in teaching all offshore courses. UOW quality assures subjects taught by partners and approves any of their staff teaching in UOW programs. UOW staff teach in all UOW postgraduate subjects offered offshore.

CEDIR provides training courses for UOW staff teaching offshore. The International Offices in Informatics and Engineering and in Commerce also provide administrative support and advice on academic expectations, cultural issues and delivery requirements to staff going offshore to teach.

5.3.1.4 Information Services and Resources

Offshore students have access to the libraries at UOWD and at UOW's offshore partners, which provide print and electronic resources, study spaces and computers. Students also have access to all of UOW's remote library and support services—including e-journals, e-readings and online information literacy—via the Library website which includes a dedicated webpage for Library Services for UOW Students Outside Australia.¹¹ A new authentication service introduced in 2001 has improved access to information resources for both students and staff.

Since 2001, the Library has achieved a 150% increase in availability of electronic serial titles for remote sites. In February 2004,¹² the Remote Services Manager, conducted a comprehensive review of library services at UOW's main offshore teaching locations, including Dubai, to evaluate current services and establish benchmarks for future improvements. The review's recommendations have been endorsed and are being implemented. They include the production of a CD ROM to introduce offshore students to UOW's online learning environment and web resources.

5.3.2 International Students at UOW

In 2004 international students made up around 24.5% of UOW's onshore student population. UOW's success in attracting and retaining these students is dependent on sustained academic standards, astute marketing and recruitment strategies, appropriate support mechanisms, and the cultivation of a tolerant and open University community culture.

5.3.2.1 Marketing and Recruitment

UniAdvice (see The Institution, 2.3.8) is responsible for recruiting international students wishing to study onshore. In collaboration with the Marketing and Recruitment Committee of UIC, it develops and implements strategies to diversify UOW's international student profile.¹³ These include: establishing UOW as a competitive choice for students undertaking pre-university study in Sydney; improving UOW brand recognition in Malaysia, Singapore and Hong Kong; building on UOW niche markets in, for example, USA (Study

11 www.library.uow.edu.au/services/offcampus/overseas.html

12 Report on Review of Library Services at Offshore Teaching Locations, SM45

13 International Recruitment Strategy 2004

Abroad) and Canada (DipEd); and working with AEI to raise the profile of Australia as a full university degree destination for potential students from Japan and Korea.

In one example of an innovative strategy UOW waived fees for approximately 40 visiting research practicum students from Europe and North America in 2003–2004. This allowed them to spend three-to-six months working on a research project alongside UOW research staff. Faculties are also encouraged to participate in UniAdvice-funded missions to become more directly involved in recruitment of international students.

To maintain the quality of applications and UOW's reputation, recruitment agents and representatives in source countries must meet strict criteria and are subject to a rigorous assessment process.¹⁴ Agents and representatives have access to an International Representatives website which gives regular updates on developments at UOW.

Comprehensive information for prospective international students is provided on the UOW website, including information on entry requirements, support services, travel and accommodation.¹⁵ In 2004, the UniAdvice Service Centre was restructured to strengthen staff expertise in managing contact with students, institutions and agents in particular geographic locations. The Service Centre employs several staff fluent in the languages of some of UOW's key source countries.

5.3.2.2 Resources and Support Services

International students studying onshore have access to the academic and pastoral support services and information resources available to all students (see Learning and Teaching, 3.3.4) and also to a suite of services tailored for their specific needs. For example, UOW scholarships are available for commencing international students for both coursework and research degrees;¹⁶ specific orientation programs for international¹⁷ and Study Abroad students¹⁸ are conducted annually and comprehensive orientation information is provided online¹⁹ and in an International Student Orientation Handbook.²⁰ Developed by the Library, a Studying Australia website and its underlying resources provide introductory information on aspects of Australian social, historical, geographical, environmental and cultural life.²¹

Learning Development collaborates with faculties to integrate academic and language skills into subjects with large numbers of international students. The PASS program in particular has been a notable success (see Learning and Teaching, 3.3.4.2).

Language support for international students from non-English speaking backgrounds is provided through the Learning Resource Centre²² and Wollongong University College's (WUC) English Language Resource Centre and listening laboratories. During 2004 the Faculties of Commerce (including the Graduate School of Business and Professional Development), Informatics and Law offered curriculum-integrated language programs and seminars with the aim of developing advanced, context-specific language proficiency. The Faculty of Arts offers a range of subjects in English language studies and English communication for undergraduate and postgraduate students whose first language is

14 www.uow.edu.au/prospective/international/agent/Agency%20Application%20Form.doc

15 www.uow.edu.au/prospective/international/

16 www.edu.au/prospective/international/scholarships/

17 www.uow.edu.au/student/services/isa/OrientationProg.html

18 www.uow.edu.au/prospective/studyabroad/orientation.html

19 www.uow.edu.au/student/services/isa/OrientationInfo.html

20 www.uow.edu.au/student/services/isa/pdf/ISOHandbook2004.pdf

21 Developed by the Library in collaboration with Colgate University in the USA through a successful UOW Strategic Links Grant in 2002; www.library.uow.edu.au/eresources/subjects/oz/

22 www.uow.edu.au/student/services/ld

not English. Online language support is also being trialled through a new HELP (Higher Education Language Program) website.

Social and pastoral support for international students includes:

- two International Student Advisers²³ (on the Wollongong campus) who provide assistance and refer students to appropriate counselling and legal services if required;
- the International Friendship Program²⁴ promoting cultural exchange between participating international students and local 'hosts' from the community;
- the Illawarra Committee for International Students²⁵ (a non-profit organisation funded by UOW) which holds recreational events and provides services for international students and their families.

5.3.3 Internationalisation of the UOW Experience

UOW aims to provide all onshore students, both domestic and international, with opportunities to gain international perspectives and experiences through culturally-inclusive curricula and overseas study experiences.

5.3.3.1 Internationalisation of Curricula

UOW students can take an international minor strand, worth up to 28 credit points,²⁶ which can consist of a language, international business or other approved subjects with an international focus. Over 80 approved international minor subjects are offered through the faculties of Arts, Education, Commerce, Science, Informatics and Law.²⁷

In a 2004 survey of faculties, many respondents stated that their faculty encourages staff to develop international perspectives in their teaching by drawing on international content, exemplars and comparisons. Approaches include formal integration of cross-cultural issues and perspectives into the curriculum, or informal discussion of intercultural perspectives and experiences during lectures and tutorials. These approaches were also evaluated in 2004 by a working group of UIC's Language and International Students Support Committee (LISSC), which collected examples of good teaching practice (to be published online in 2005). The outcomes include development of guidelines and planned improvements to professional development opportunities.

5.3.3.2 Internationalisation through Overseas Study

Since 1989, around 1000 students have participated in international exchanges²⁸ at one of the more than 100 universities with which UOW has exchange agreements.

Students can also take an international study tour or a subject that lends itself to study or a practicum at an overseas institution. For example:

23 www.uow.edu.au/student/services/isa/

24 www.uow.edu.au/student/services/isa/IFP.html

25 www.uow.edu.au/student/services/isa/ICIS.html

26 www.uow.edu.au/student/international_studies/

27 As at September 2004, 1,816 students were enrolled in International Minor subjects; see the Learning and Teaching Performance Report 2004, p.15, SM25

28 www.uow.edu.au/student/exchange/

- In 2004, 20 students participated in an International Study Tour to China offered for the first time to all students as an 8-credit point subject through the Faculty of Arts.²⁹
- Since the 1990s, the Faculty of Arts has offered an annual, compulsory three-week Japanese culture course at Kawasaki University for students enrolled in Japanese. Students of French and Spanish also have the option of going on exchange to universities in France, Spain or Mexico.
- Students in the Faculty of Education's Bachelor of Education and Graduate Diploma in Education may undertake the practical teaching component of their course at schools in China, Thailand, Malaysia or Fiji with which the faculty has long-standing links.

UOW provides \$500 in financial support to students undertaking an international study program. Exchange students are eligible for a \$1000 travel grant, and can apply for scholarships that provide further financial assistance of between \$1,500 and \$5,000.³⁰ In 2004, \$186,000 was distributed in exchange funding and travel grants, with a further \$17,000 provided for short study programs.

5.3.3.3 Internationalisation in Culture and Attitude

Opportunities for staff and students to develop their understanding of the diverse cultures that enrich both the Wollongong campus community and its surrounding region include:

For staff:

- Compulsory EO Online training module (see 7.3.4.2), covering equal opportunity and discrimination issues
- Courses offered by the Career Development Unit and CEDIR, which include a cultural awareness component
- Cultural diversity training for all Library staff conducted as part of their core skills training program
- Targeted cultural awareness training for Student Administration staff who have significant contact with international students (conducted for the first time in 2004)
- Country-specific training for UniAdvice Service Centre staff to enable them to manage communication, admissions and marketing activities more effectively

For students:

- International Week, held each August since 2003, where a series of events give students and staff the opportunity to highlight aspects of their own cultures, gain some experience of other cultures and to mix with students from diverse backgrounds³¹
- Project Challenge (offered by the Centre for Student Development),³² which takes domestic and international students to remote parts of Australia and overseas to experience unfamiliar cultures. In 2004, CSD took 19 students

²⁹ www.uow.edu.au/student/international_studies/ARTS202.pdf

³⁰ www.uow.edu.au/student/exchange/scholarships.html

³¹ www.uow.edu.au/about/internationalweek/

³² <http://unicentre.uow.edu.au/csd/projectchallenge/>

and staff to South America for a series of activities that included working with village school children in Argentina

- Activities with an international theme and cross-cultural workshops on responsible behaviour, provided by the University Residences

5.3.4 International Alliances

International strategic alliances are fundamental for the development and success of UOW's internationalisation program. Largely established within the framework of the UOW International Linkages Policy and Guidelines,³³ they comprise the scholarly and professional international alliances and a range of other links that include the research, study and exchange agreements discussed below.

5.3.4.1 Scholarly and Professional Collaboration

Operating since 2002, the targeted International Links Grants Scheme supports scholarly and professional collaborations between UOW and institutions in Asia, Europe and South, Central and North America. UOW has formal links with over 150 international institutions, 30 of which are targeted partners. The list of targeted partner institutions is reviewed approximately every two years.

Grants are available to enhance links with targeted partners through joint research activities and publications, staff and/or student exchanges, and special short-term academic programs. Grant applications are assessed by a grants subcommittee of the International Studies and Alliances Committee, which considers factors such as the quality of likely outcomes, the distribution of grants across partner institutions, countries and faculties, and whether institutions have been involved previously with a Strategic Links Grant.³⁴ Successful applicants are required to submit a report on the outcomes of their projects.

A workshop held in early 2004 on preparing effective applications for an International Links Grant led to demonstrable improvements in the quality of applications for 2004 grants. The workshops will continue to be run on an annual basis from 2005.

33 Approved by
Council Nov 2004,
SM46

34 Table of 2004
Grant Allocations

International Links Grant for Innovative Online Teaching Collaboration

Case Study

With funding from an International Links Grant, the Communication and Cultural Studies Program piloted online seminars in Autumn 2003. These seminars connected 24 undergraduate, University of North Carolina (Chapel Hill) students to a similar group of students at UOW to discuss American cinema in both Australian and American contexts. The collaborative discussion and group activities proved so useful that the pilot formed the basis for a fully online subject with a common curriculum and set of assessment tasks. The subject, Screen Studies Advanced Seminar, has been offered since Spring Session 2004.

5.3.4.2 Cooperative Agreements

UOW exchange agreements target universities with recognised international reputations and compatible academic standards, offering a wide range of academic programs, ensuring choice for outgoing UOW exchange students.

International advanced standing (or credit transfer) agreements exist with institutions in 14 countries,³⁵ and UOW offers advanced standing to students who have successfully completed their courses. Advanced standing agreements also govern arrangements that allow students from overseas universities to apply to finish their degrees at UOW. Special articulation agreements are in place for 2+2 and 1+1 programs³⁶ with a number of institutions in China (for example, Beijing Normal University).

5.3.4.3 Linkages and Risk Management

Linkages are established in accordance with the procedures in Appendix A of the International Linkages Policy, under which the following requirements must be met:

- proposals for new university-wide agreements lodged with the Vice-Principal (International);
- faculty research or academic agreements and advanced standing agreements approved by the Pro Vice-Chancellor (Research) or Pro Vice-Chancellor (Academic), as appropriate;
- agreements signed off by a member of the UOW executive.

³⁵ www.uow.edu.au/prospective/international/credit/index.html

³⁶ 2+2 = two yrs in home institution and 2 yrs at UOW main campus; 1+1 = 1yr in home institution and 1 year at UOW campus.

REVIEW**5.4 Review and Evaluation**

Progress towards meeting the objectives in the Internationalisation Strategic Plan is assessed annually by the UIC and its sub-committees using the Plan's performance indicators and monitored by the feedback mechanisms discussed under the Evaluations below.

5.4.1 Evaluation—Offshore Programs

UOW is aware of the risk and quality assurance issues that typically arise in offshore delivery and is undertaking a number of concurrent projects to further improve quality assurance and program management. For example, an Offshore Management Plan and a new contract template are in development. Following a recent restructure of partnership management, UOW's commercial lawyer is auditing all of the University's contracts with offshore partners to review our legal processes, particularly in the areas of due diligence and risk management.

5.4.2 Evaluation—International Students at UOW**5.4.2.1 Recruitment**

International student enrolments across the undergraduate and postgraduate coursework cohorts have been rising steadily since 2000, with higher degree research enrolments remaining steady over this time (see Appendix P).

In Autumn Session 2004, UOW's international student cohort (including Study Abroad students) was drawn from almost 80 countries. The People's Republic of China is the largest single source country, balanced by 67% of students drawn from 23 other source countries, with country group totals ranging from 20 to 362 students. Smaller numbers of onshore international students come from a remaining 56 source countries.

Currently international enrolments are skewed heavily towards postgraduate study, with 58% of UOW's onshore international cohort enrolled in postgraduate coursework awards, compared to the national average of 33%. An additional 5% of UOW international students are enrolled in HDR courses. The distribution of international students across faculties at UOW closely reflects their distribution generally within Australian universities studies (see Appendix P).

Future Challenges

UOW is actively employing recruitment and marketing strategies that are intended to reduce dependence on two or three main source countries and to diversify the international student profile in terms of level of study and spread across faculties.³⁷ UIC, through its marketing and recruitment subcommittee, will continue to monitor trends in source countries that may impact on student demand for UOW courses.

37 International Recruitment Strategy 2004

5.4.2.2 International Student Support

UOW has been very responsive to the needs of international students and has sought to provide quality services, resources and facilities.

A survey on the support needs of international students at onshore and offshore sites was conducted in late 2003. A report on the survey's findings noted that:³⁸

- 89% of respondents were satisfied with their decision to study at UOW;
- 80% of respondents had looked at the UOW website before arriving in Wollongong to begin their studies, with approximately one third of these wanting more information on accommodation, transport and the cost of living;
- 85.3% of respondents were satisfied with the support provided by International Student Advisers; and
- 72% of respondents felt that it would have been useful to have a student mentor or guide to assist them when they first arrived at UOW.

The survey also indicated that perceived and actual discrimination, both at the University and in the wider community, is an issue faced by some students. UOW has responded to this by relaunching its Surfing Diversity Project³⁹ (see Community Engagement, 6.3.4.2).

Future Challenges

Greater international student participation in the workshops offered by Learning Development and through the PASS program is desirable and LISSC is investigating ways to address this issue (e.g., 'at-risk' students are being targeted for participation in the program). Subject-integrated language classes, seminars and workshops for specific cohorts of international students have also been developed.

Preventing discrimination remains a high priority. While UOW has programs in place that emphasise the importance of cultural sensitivity and awareness (see 5.3.3 and 6.3.4.2), the aim is to make these attributes integral to all sections of the UOW culture.

5.4.3 Evaluation—Internationalisation of the UOW Experience

The innovative International Study Tour subject, offered for the first time in 2004, and the financial support available to students demonstrate UOW's commitment to providing international opportunities to students. However, the student uptake of these opportunities could be improved. By 2010, UOW would like at least 10% of its completing students to have had an offshore study experience. A 2002–2003 survey of students indicated that barriers include financial difficulty, foreign language difficulties and the risk of lengthening the time to complete a degree. In an endeavour to overcome the first barrier, financial support available to students has been increased. Other initiatives include the development of short overseas programs and proposals by the Faculty of Arts to provide, from 2006, brief study tours as extensions of existing subjects.

³⁸ Survey Report: International Student Support Needs October 2003

³⁹ <http://staff.uow.edu.au/eeo/surfingdiversity/index.html>

Faculty practice is also being targeted for improvement as a 2004 survey of faculties indicated that some have not actively promoted international study opportunities and the International Studies minor to students. A strategy for sharing 'good faculty practices' will be developed over the 2005–2007 planning cycle to improve dissemination of information on internationalising curricula.

5.4.4 Evaluation—International Alliances

Introduced in 2002, the targeted International Links Grants Scheme has so far been a successful means of broadening UOW's links with high-ranking universities (such as the University of California).

The pool of grants funding available has increased substantially since the scheme commenced (see Appendix P). It is anticipated that this increase will encourage new links to be investigated and existing links to be developed further.

IMPROVE

5.5 Priorities for Action

UOW aims to work towards its 2005–2007 strategic goals for internationalisation by undertaking the following plan of action:

Current Priorities, 2005

- Develop stronger links between UIC and URC to strengthen UOW's international and research profile.
- Align targeted International Links Grants with UOW's research objectives.
- Conduct a major review of UOW's strategic alliances.
- Align UOW's international scholarship program to its internationalisation objectives.
- Review faculty offshore management guidelines and develop an Offshore Management Plan.
- Disseminate examples of good practice in integrating cross-cultural issues and perspectives into the curriculum.

Longer Term Priorities, 2005–2007

- Encourage more students to achieve an International Studies minor.
- Maintain the quality of offshore programs.
- Continue to implement programs that emphasise the importance of cultural sensitivity and awareness across the campus community.
- Evaluate the success of support programs for international students.