

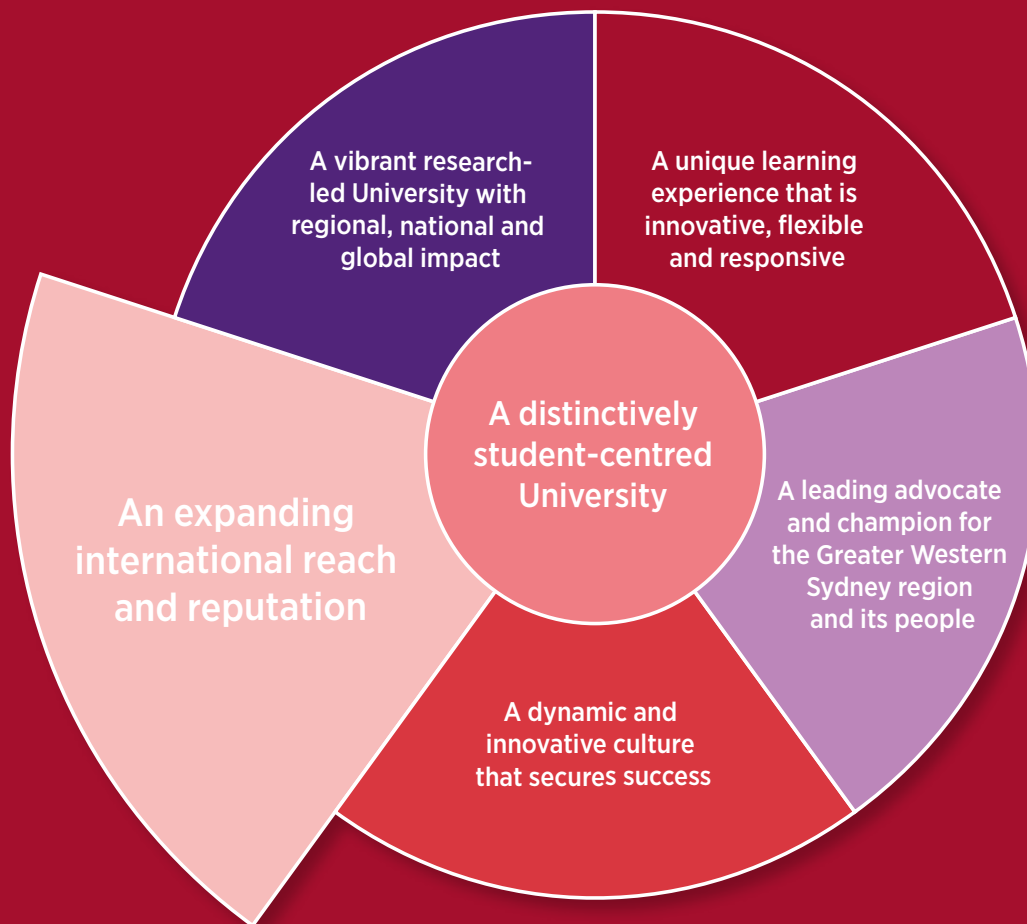
**WESTERN SYDNEY**  
UNIVERSITY



# Global Futures

INTERNATIONALISING  
WESTERN SYDNEY UNIVERSITY  
2015-2020

## Alignment of Global Futures: Internationalising Western Sydney University 2015-2020 to Securing Success



# Preamble

## By 2020 Western Sydney University will be internationally recognised as an innovative and dynamic university attracting quality students and staff from all over the world

Comprehensive internationalisation is critical to the future competitiveness, impact, sustainability and relevance of Western Sydney University (Western). Skills, knowledge and research increasingly circulate on a global scale and education is transnational. Western will be a global player in order to contribute international research addressing shared global challenges to equip students with skills for a workforce without borders.

Internationalisation is at the heart of the University's mission – 'to be a university of international standing and outlook'. 'Expanding international reach and reputation' is one of six priority areas in the strategic plan, *Securing Success: 2015-2020*. The university will offer an internationalised learning experience for all students on campuses that is networked into local and international communities. It will attract world-class academics to contribute to a vibrant teaching and research culture. International partnerships and research, and a two-way flow of students and staff, will secure our success in a fast-moving, highly-networked and competitive environment.

As global education enters a period of transformation, Western is faced with significant opportunities and challenges. Digital technologies are transforming how and where education is delivered and are opening up new possibilities for teaching and research. There are 4.5 million<sup>1</sup> globally-mobile students willing to invest in quality education. Private education providers are expanding into the higher education space and will contribute to intensified competition. *Global Futures: Internationalising Western Sydney University 2015-2020* frames a strategic response to this shifting higher education landscape. Through international partnerships, the University will strengthen its reputation for excellence in research which delivers tangible outcomes for business, government and communities. Western will build a competitive position as a university providing students with a high-quality education and life-enriching international experiences to prepare them for 'global futures'.

The internationalisation of Western will be 'from the ground up' building on the demographics of its Greater Western Sydney (GWS) region, where 39% of the population speak a language at home other than English<sup>2</sup>. With 76% of its domestic students coming from GWS and more than 160 nationalities represented in the student population, Western is in a unique 'translocal' position. In connecting locally, the uni also connects internationally, raising the profile of the GWS region and the University. The University's deep commitment to its region, its strong partnerships, the diversity of its student and staff populations and their multicultural capital and international expertise are the foundations on which Western will build its global future as a vibrant, internationally focused University.

Internationalisation comes with risks. When operating offshore, building international partnerships and recruiting students through agent networks, Western will carefully assess risks and will not compromise its reputation as a university of integrity, governed by quality assurance and risk management principles.

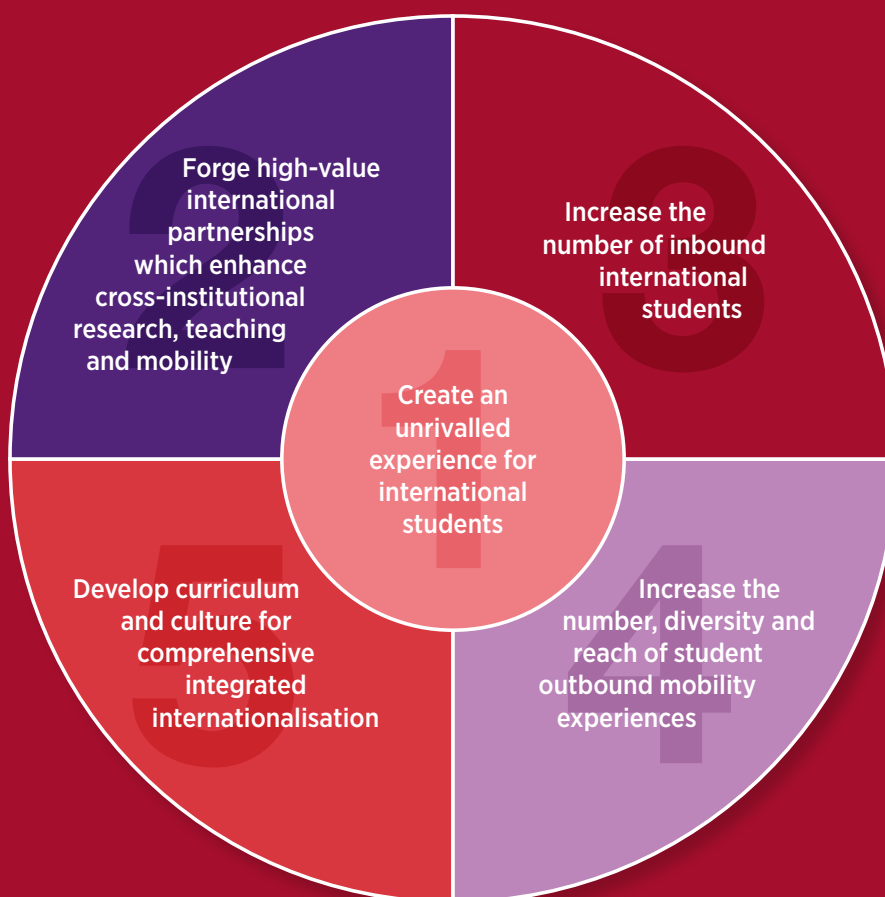
The internationalisation of Western is a whole-of-institution enterprise. Every improvement in teaching, research, global ranking, industry engagement, branding, innovation and flexibility opens up opportunities for the university to market its competitive strengths and to reposition itself internationally. As the University's performance continues to rise, its international reach and reputation will expand to ensure that:

<sup>1</sup> Institute of International Education, 2004, *Open Doors 2014*, [www.iie.org](http://www.iie.org). Report on International Educational Exchange

<sup>2</sup> Australian Bureau of Statistics (2011), available at [www.abs.gov.au](http://www.abs.gov.au).

# Global Futures: Internationalising Western Sydney University 2015-2020 has five objectives, at the centre of which is the student experience:

**FIGURE 1: GLOBAL FUTURES: INTERNATIONALISING WESTERN SYDNEY UNIVERSITY 2015-2020**



Global Futures: Internationalising Western Sydney University 2015-2020 is directly aligned to the Securing Success 2015-2020 Strategic Plan, and general performance indicators are set out under each of the five objectives in this plan.

# 1 | CREATE AN UNRIVALLED EXPERIENCE FOR INTERNATIONAL STUDENTS

**By 2020 Western Sydney University will have a reputation in key markets as a distinctively student-centred university, offering an inclusive, respectful and stimulating learning experience and preparing career-ready, critical thinkers with a love of life-long learning.**

The student experience is at the centre of the *Securing Success* and *Global Futures* strategies. Western aims to create a personalised, collaborative learning environment for international students which responds to their needs throughout the student lifecycle. The 2013 International Student Barometer (ISB) reported that 83% of Western international students were satisfied or very satisfied with their arrival, support and living experience at the university. The Western campus environment, buildings, access to accommodation and virtual learning achieved high satisfaction ratings compared to international and other national universities. However, overall experience is captured in the students' 'propensity to recommend', in which Western sits below the industry benchmark. Accommodation, social activities and facilities, financial support and aspects of the learning experience are areas identified as requiring improvement.

## **WESTERN SYDNEY UNIVERSITY WILL:**

- 1.1** Support early integration into the student and GWS community and expand programs which enhance a sense of belonging such as buddy programs, peer mentoring, group outings and community networking
- 1.2** Build the capacity of staff to support students as active participants in a culturally rich, engaging learning experience which includes strategies to strengthen interactions between international and domestic students
- 1.3** Improve the responsiveness of services to the specific needs of international students, including through enhanced English language and learning support
- 1.4** Expand opportunities for international students to participate in work-integrated learning, volunteering, campus-based employment and career services and to develop entrepreneurial skills

- 1.5** Enhance availability, affordability and quality of accommodation on- and off-campus
- 1.6** Strengthen engagement with prospective, current and past international students
- 1.7** Use improved international student satisfaction data collection, real-time student feedback and data analytics to support continuous improvement of the student experience

## **MEASURES OF SUCCESS<sup>3</sup>**

- ▶ National measures of international student satisfaction with learning and overall experience, including accommodation

- ▶ Graduation, progression, attrition and retention rates for international students

- ▶ Graduate outcomes for international students

- ▶ International student participation in experiential learning – work-based learning, volunteering, and entrepreneurship training – and take-up of on-campus employment opportunities and Western Career services

<sup>3</sup> *Securing Success: 2015-2020: 'Improved quality of international student experience'.*

## 2 | FORGE HIGH-VALUE INTERNATIONAL PARTNERSHIPS WHICH ENHANCE CROSS-INSTITUTIONAL RESEARCH, TEACHING AND MOBILITY

**By 2020 Western Sydney University will have a global reputation for mutually beneficial and sustainable international partnerships which deliver outcomes for partners and their communities.**

Western will strengthen and diversify its international partnerships to expand its reach and reputation. Three priority markets have been identified where partnerships, recruitment and offshore activity are well developed or have strong growth potential – India, China and Vietnam. In addition, Africa, the Middle East and Latin America will be explored as potential growth markets with a focus on relationship building. Priority markets for research partnerships will also include North America and Europe.

Partnerships are more likely to succeed when institutions' strategic objectives are aligned, high-level commitment is strong and measurable results are in place. Productive, focused partnerships will deliver collaborative research, dual degree programs, increased international Higher Degree by Research (HDR) enrolments, cross-institutional teaching, articulation arrangements, enhanced student and staff mobility, plus intercultural competencies and experiences.

Western will develop a limited number of 'Category 1' partnerships, which are strongly aligned with the University's global aspirations. A small number of offshore operations in priority markets with Category 1 partners will be established, subject to comprehensive risk audits. Some will be landmark international institutional research collaboration under interdisciplinary key themes or in priority markets. Category 1 partnerships require a high level of commitment and resourcing and will be limited in number and supported by an Executive Champion.

### WESTERN SYDNEY UNIVERSITY WILL:

- 2.1** Develop focused international partnerships that deliver measurable outcomes for both partners and their communities
- 2.2** Develop a small number of flagship 'Category 1' research partnerships<sup>4</sup> which are strongly aligned with Western Sydney University' international aspirations and generate publications, funding and impact, joint PhD programs, research student and staff mobility, and growth in HDR enrolments
- 2.3** Establish a small number of offshore operations in priority markets with Category 1 partners
- 2.4** Develop a larger number of 'Category 2' partnerships that support multi-dimensional engagement
  - 2.4.1** The established international relationships of academics, professional staff, students and alumni are the building blocks of the University's global reach. Some will expand to become multi-dimensional institutional partnerships that deliver research collaborations, mobility, articulation, joint PhDs and staff exchange
  - 2.4.2** The university will expand twinning and articulation arrangements and evaluate options to expand delivery of Western courses offshore with Category 2 partners, opening up new markets with new products and modes of delivery
- 2.5** Promote the Masters of Research as an internationally recognised qualification which provides advanced research training skills and a pathway to global mobility in education, research and work
- 2.6** Partner with research-active companies and organisations in Australia and overseas to conduct transnational industry research, diversify income and increase global research impact
- 2.7** Improve the universities global rankings on the Times Higher Education (THE) World University Rankings and QS World University Rankings and disciplines in which Western is ranked<sup>5</sup>
- 2.8** Support students and staff to pursue offshore research mobility opportunities such as scholarships, conferences, master-classes and work exchange

### MEASURES OF SUCCESS

- ▶ Research publications, citations, funding and impact resulting from international partnerships
- ▶ Improved global ranking
- ▶ Joint degrees, cross-institutional teaching, staff exchange and fellowships
- ▶ International student enrolments through articulation arrangements
- ▶ Partnerships supporting student mobility
- ▶ Quality and number of international HDR student enrolments
- ▶ Financially sound offshore operations which manage risks and enhance Western's international reputation

<sup>4</sup> Which are also in line with the *Western Sydney University Research and Development Plan 2015-2017*

<sup>5</sup> See Appendix 1 for international rankings targets..

# 3 | INCREASE THE NUMBER OF INBOUND INTERNATIONAL STUDENTS

**By 2020 Western Sydney University will have doubled the number of international students who will contribute to a vibrant, multicultural learning environment.**

More than 4,500 international students from 130 countries studied at the university in 2014, representing 10.4% of the total student population. Across the sector, international students typically make up 20% of the student cohort. In 2013 the top five factors influencing international student decision to study at Western Sydney University were: teaching quality, research quality, cost of study, course length, and cost of living. Agents were the most important influence in making the decision.

The university aims to double the number of international students through partnerships and articulation arrangements as well as through agents. Western Sydney University International College (The College) will become a major pathway to Western Sydney University with strong growth in international student enrolments projected over the next five years.

## WESTERN SYDNEY UNIVERSITY WILL:

- 3.1** Develop new international student recruitment markets, diversifying into markets with lower risk profiles and strengthening recruitment channels<sup>6</sup>
- 3.2** Strengthen agent management to address risks, including visa risk, and compliance with international student consumer protection legislation
- 3.3** Develop articulation strategies to recruit more students through partnerships
- 3.4** Recruit more pathway students through The College and other pathway partners
- 3.5** Market Western in key markets to recruit more Study Abroad students
- 3.6** Improve conversion rates and application processing times
- 3.7** Develop marketing strategies to build the Western brand in key regions

- 3.8** Develop competitive new products to meet international market demand
- 3.9** Develop and promote scholarships and fee waivers to attract talented students and raise international profile
- 3.10** Target overseas government body scholarships
- 3.11** Strengthen engagement with international alumni, on- and off-shore, making alumni relationships part of international outreach, marketing and building of the Western's global brand

## MEASURES OF SUCCESS<sup>7</sup>

- ▶ International student recruitment by School/Institute, course, modes of delivery, source countries, agents, articulation partners and Study Abroad
- ▶ International student academic performance by country and agent
- ▶ Streamlined Visa Processing risk index rating
- ▶ ISB rankings for agent performance
- ▶ Application conversion rates and processing times
- ▶ Western brand awareness in key markets
- ▶ International alumni engagement

<sup>6</sup> Which are also in line with the *Western Sydney University Research and Development Plan 2015-2017*

<sup>7</sup> *Securing Success: 2015-2020: 'Inbound Student Numbers and International Income'.*

## 4 | INCREASE THE NUMBER, DIVERSITY AND REACH OF STUDENT OUTBOUND MOBILITY EXPERIENCES

**By 2020, Western Sydney University will offer a wide range of outbound mobility experiences which provide students with opportunities to develop their intercultural competencies and confidence for their global futures.**

Western undergraduate participation in international study experiences is below the sector average of approximately 15%. Australian Government New Colombo Plan mobility grants and scholarships, the AsiaBound program, International Student Exchange Program and private donor funding contributed to the growth of outbound mobility in 2014. Further increasing participation in outbound mobility experiences is vital to the internationalisation of Western. By 2020, 25% of Western students will have an international experience as part of their learning experience.

Western students face barriers to participating in mobility programs such as financial constraints; commitment to work and family; fear, particularly for students who have not travelled overseas before; and courses which do not have the flexibility to include exchange or which do not credit offshore study experiences. The university will make it easier for students to have an international study experience by creating more flexible mobility options, offering more scholarships and support and by embedding mobility in more courses.

### **WESTERN SYDNEY UNIVERSITY WILL:**

- 4.1** Offer a wider range of student mobility options such as short programs, overseas work experience and volunteering
- 4.2** Embed student outbound mobility for credit in more courses
- 4.3** Increase scholarships to make an international study experience accessible to more students
- 4.4** Support staff to leverage their research and teaching networks to increase the number, diversity and reach of outbound student mobility opportunities

- 4.5** Strengthen the *Western Go Global* brand through a marketing plan which profiles student mobility experiences and international alumni careers
- 4.6** Leverage the multicultural capital and experience of alumni and the diverse communities of GWS to build mobility opportunities

### **Measures of success<sup>8</sup>**

- ▶ Number of undergraduate and priority group students participating in outbound mobility experiences
- ▶ Number of courses including mobility units
- ▶ Annual outbound mobility benchmark, Australian Universities International Directors' Forum
- ▶ *Western Go Global* brand awareness across undergraduate cohort
- ▶ Student surveys of mobility experiences

<sup>8</sup> *Securing Success: 2015-2020: 'Outbound mobility rates'.*



# 5 | DEVELOP CURRICULUM AND CULTURE FOR COMPREHENSIVE INTEGRATED INTERNATIONALISATION

**By 2020, Western Sydney University will be recognised as a university with curricula, student experience, teaching practices, learning environments and outcomes enhanced by global perspectives.**

Western will develop an all-encompassing approach to internationalising its curriculum, culture and student learning experiences, characterised by a diversity of cultural perspectives and engagement opportunities, which prepare graduates for a global workforce. An internationalised curriculum will bring multiple perspectives into the learning environment and support graduate attributes of tolerance, flexibility, intercultural competency and cross-cultural communication.

## **Western Sydney University will:**

- 5.1** Integrate a diversity of world views, pedagogical practices and international content into curricula to prepare graduates for an intercultural, transnational workforce
- 5.2** Draw on the cultural diversity, perspectives, experiences and insights of the GWS community, Western staff, and domestic and international students in building Western culture
- 5.3** Shape new courses and curricula based on evidence of emerging global career opportunity areas and the needs of industry for global knowledge and intercultural skills and competence
- 5.4** Support Western staff to embed 'preparing students for a global workforce' as a learning outcome and graduate attribute in curriculum development

**5.5** Identify, champion and network staff developing globalised curricula

**5.6** Leverage the intellectual and intercultural capital of international and domestic students (including students returning from outward mobility), converting these into learning experiences

## **Measures of success**

► Courses include intercultural skills and competencies as a learning outcome and graduate attribute

► Employer feedback on graduate intercultural competence

# GLOBAL FUTURES



# Quality and Risk

**Adopting quality assurance and risk management practices are the foundations on which Western Sydney University will expand its international reach and reputation.**

In creating an unrivalled experience for international students, Western will strive to continuously improve the quality of the education and the learning environment in accordance with regulatory requirements and industry best practice. The international student experience at Western is protected by Education Services for Overseas Students (ESOS), a national legal framework covering education quality, consumer protection and visa integrity. The University's ESOS Compliance Officer ensures that Western meets all ESOS standards including providing accurate course information, quality student support services at all campuses, access to refund under the Tuition Protection Service and to complaints and appeals processes.

It is not possible to expand international reach and reputation without measured risk-taking. Establishing offshore operations, for example, will be important for building the University's brand and credibility, but is a high-risk enterprise. In managing risks and ensuring quality in its international operations, Western will meet Tertiary Education Quality and Standards Agency (TEQSA) Threshold Standards.

Important areas for quality assurance as Western expands its global operations will include maintaining TEQSA standards in relation to corporate and academic governance, course design, delivery, resources, student support and assessment when delivering courses offshore. Western will also adopt the International Risk Management Standard – AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines. This provides a structured risk assessment and mitigation framework for decision-making and planning aligned with the University's strategic objectives.

Realising the objectives of the international strategy will contribute to the development of a risk management culture in which there is clear accountability for identifying, managing and communicating risks.

# Appendix 1

## GOAL 1: CREATE AN UNRIVALLED EXPERIENCE FOR INTERNATIONAL STUDENTS

Table 1: International Student Barometer satisfaction ratings

STUDENT SATISFACTION	2015 FORECAST	2017	2020
International Student Barometer overall satisfaction	85%	88%	90%

## GOAL 2: FORGE HIGH-VALUE INTERNATIONAL PARTNERSHIPS WHICH ENHANCE CROSS-INSTITUTIONAL RESEARCH, TEACHING AND MOBILITY

Table 2: International rankings

RANKING		2014 PERFORMANCE	2017 TARGET	2020 TARGET
Times Higher Education (THE) World University Rankings	THE 100 Under 50 Universities ranking	87	80	50
	THE overall ranking	351-400 grouping	351-400 grouping	251-300 grouping
QS World University Rankings	Number of subjects ranked in the top 200	2	2	4
	QS overall ranking	651-700 grouping	651-700 grouping	501-550 grouping

Table 3: Category 1 International partnership targets

INTERNATIONAL PARTNERSHIPS	2015 FORECAST	2017	2020
Number of international agreements with Category 1 partners in key theme areas	4	8	12



**GOAL 3: INCREASE THE NUMBER OF INBOUND INTERNATIONAL STUDENTS****Table 4: International load (EFTSL)**

LOAD	2015 FORECAST	2017	2020
Western Sydney University College Diploma and Foundation International Load	100	700	2,000
International Onshore (Undergraduate)	1,735	2,060	3,000
International Onshore (PG, excluding HDR)	1,184	1,600	2,500
International Onshore (Postgraduate, HDR)	162	200	300

**Table 5: Streamlined Visa Processing (SVP) risk index**

TARGET	2015 INDEX	2017	2020
SVP Risk Index	2.3	1.7	1.5

**GOAL 4: INCREASE THE NUMBER, DIVERSITY AND REACH OF STUDENT OUTBOUND MOBILITY EXPERIENCES****Table 6: Increase outbound mobility**

MOBILITY	2015 FORECAST	2017	2020
Outbound student experiences (mobility)	8%	15%	25%

Endorsed by Western Sydney University Executive, 9 June 2015



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