

University Plan



International Plan



October 2007

Introduction

The University's commitment to internationalisation reflects openness to other cultures and new ideas as well as a wish to be able to benchmark performance against other similar universities. This is bolstered by a desire to achieve alignment with the overall strategic direction of the University which is why the plan is organised according to a set of key strategic objectives that link with relevant sections of the University's main strategic document, the Profile.

This plan reflects the aspirations of the University with respect to its international goals for the period 2007 through 2011.¹ Reflecting the fact that internationalisation has many facets, the plan is informed by the following high level goals:

- To develop strong relationships with a portfolio of key universities in selected countries worldwide;
- To develop recruitment policies which will attract and retain top quality staff from around the world;
- To develop and support staff and student exchange programmes at preparatory, undergraduate and postgraduate levels;
- To develop support mechanisms that will ensure the University is seen as an attractive place for quality international students and staff;
- To maximise the benefits of international research collaborations;
- To develop and maintain a curriculum which reflects international content and teaching practice;
- To maintain strong links with alumni through local chapters, communication networks and senior staff visits;
- To work with senior staff, fundraising consultants and trustees of the University's UK and USA charities to raise funds to support the strategic priorities of the University;
- To develop sustainable links with selected countries and institutions for staff and student recruitment;
- To maintain strong links with New Zealand secondary schools and selected Other Tertiary Education Providers (OTEPs) which attract international students;
- To ensure that the University meets the Code of Practice for the Pastoral Care of International Students.

The plan will be supplemented in due course by a series of action plans which will give effect to the strategic goals and priorities identified in the plan. These will be developed by Colleges, Service Units, UC Opportunity and others as necessary.

This Plan does not preclude staff, departments or faculties developing and progressing agreement with individuals or groups in any university.

¹ The plan has been developed by the International Steering Group, which was established by the Vice-Chancellor in July 2006. Members of the group are Professor Ian Town (Deputy Vice-Chancellor and Convenor), Professor Nigel Healey (PVC Business and Economics), Professor Scott Davidson (PVC Law) and Les Brighton (International Director).

**Strategic Objective 1
RESEARCH AND CREATIVE WORK**

Through its international activities, the University will contribute to its strategic goals in the area of research and creative work by:

Pursuing internationally recognised excellence in research, scholarship and creative arts

Strategic Goals In this area the University's long-term strategic goals are:	Strategic Priorities Strategic priorities over the period of this plan will be:
1. To encourage and support research collaborations with leading universities and research institutions worldwide.	1. To take advantage of government level agreements which promote and assist the development and enhancement of institutional linkages (e.g., Japan, Korea and China). 2. To foster research relationships with European universities with the prospect of becoming part of research consortia eligible to apply for European Union FP7 and FP8 grants. 3. To periodically review links with overseas institutions and partners to ensure they are active and continue to be aligned with the University's strategic direction.
2. To ensure that all academic staff are active members of the international research community.	4. To assist staff in maintaining research collaborations with colleagues at universities worldwide through study leave and Erskine Fellowship provisions. 5. To identify and support international funding and exchange opportunities for staff. 6. To consider establishing a fund to support staff from humanities and creative arts to develop and maintain international linkages. 7. To encourage staff to develop and maintain supportive and collegial relationships with the University of South Pacific and the University of PNG.

**Strategic Objective 2
TEACHING AND LEARNING**

Through its international activities, the University will contribute to its strategic goals in the area of teaching and learning by:

Pursuing excellence in curricula, teaching and life-long learning in a manner which will challenge and develop the capabilities, potential and intellectual independence of its students

Strategic Goals In this area the University's long-term strategic goals are:	Strategic Priorities Strategic priorities over the period of this plan will be:
1. To ensure that wherever practical the curriculum incorporates international material and alerts students to cultural differences in understanding and practice.	1. To ensure that internationalisation of the curriculum is considered by Faculties and Academic Board and in programme reviews.
2. To utilise the Erskine programme to ensure that the curriculum is enriched with new developments in content and pedagogy.	2. To proactively use the Erskine programme, enhanced wherever possible with bilateral staff exchange programmes with leading overseas universities, to ensure that the active international exchange of academic staff enables both University students and staff to be continually exposed to new developments in subject content and pedagogical philosophy.
3. To provide a means to benchmark University of Canterbury programmes internationally.	3. To develop international benchmarking arrangements which include the moderation and review of programmes with partner universities.
4. To ensure that postgraduate students achieve standards commensurate with international standards.	4. To ensure that University of Canterbury PhD theses are examined by experienced academics from overseas universities.

Strategic Objective 3

STAFF

Through its international activities, the University will contribute to its strategic goals in the staffing area by:

Developing effective strategies to recruit, retain and develop high quality staff in accordance with policies of equal opportunity, maximising their potential and rewarding them for effort, excellence and innovation in line with the vision and strategic plan of the University

Strategic Goals In this area the University's long-term strategic goals are:	Strategic Priorities Strategic priorities over the period of this plan will be:
1. To attract and retain world-class staff through active and effective recruitment, selection and support processes.	1. To ensure that staff recruitment and selection policies and processes take appropriate account of goals and priorities in the international plan. 2. To ensure that support mechanisms for newly appointed international staff include a meaningful induction and connection to social support networks.
2. To maximise the effectiveness of the Erskine programme by funding top quality staff exchanges with leading Universities.	3. To regularly review the effectiveness of the Erskine programme in relation to the goals and priorities of the international plan. ² 4. To investigate the feasibility of expanding the Canterbury Fellowship scheme to provide additional funds for Faculties/Departments which are not eligible for the Erskine programme.
3. To encourage and support staff exchanges with partner Universities.	5. To use staff exchanges for teaching, research and study leave to ensure that staff have the opportunity to maintain their professional development in an international environment.
4. To ensure that all staff are adequately prepared and resourced to interact with diverse cultures. 5. To ensure that service and support staff are well prepared and resourced to work with, and provide high quality service and support for, international students. 6. To ensure all staff are aware of, and comply with, the Code of Practice for the Pastoral Care of International Students.	6. To provide training and support for all staff in the dynamics of interacting with diverse cultures.

² The Erskine bequest funds Erskine Fellowships, Erskine Grants and international academic exchange within the Science, Engineering and Commerce faculties. In addition to Erskine Fellowships and Grants, the Erskine Programme office also administers Canterbury and Oxford Fellowships for visiting staff and also for University staff furthering research interests overseas.

**Strategic Objective 4
STUDENTS**

Through its international activities, the University will contribute to its strategic goals in the student area by:

Attracting and valuing students from a wide diversity of backgrounds to study at the University of Canterbury

Strategic Goals In this area the University's long-term strategic goals are:	Strategic Priorities Strategic priorities over the period of this plan will be:
1. To ensure that the student body is internationally diverse with an overall target of 15% for international students based on long-lasting relationships with a variety of overseas countries and institutions.	1. To maintain the number of international students attending the University at an average of 15% of total EFTS. 2. To cap international student EFTS at 25% for any given College. 3. To have robust procedures in place to ensure that the financial implications of international exchanges and other partnerships are properly evaluated, routinely monitored and periodically reviewed.
2. To ensure that a diverse range of countries are targeted for recruitment to avoid over-reliance on any one market.	4. To monitor the proportion of international students by department/school/college to avoid undue imbalance by better targeting marketing and further developing preparatory programmes. 5. To regularly monitor trends in demand for international study by country and region in order to ensure that the University is able to anticipate and take advantage of changes in international market conditions.
3. To recruit the most able overseas postgraduate students and to ensure that admission pathways facilitate postgraduate enrolment.	6. To ensure that international student recruitment is planned strategically and that delegations are supported by senior academic staff. 7. To explore and further develop pathways and articulations into undergraduate and postgraduate programmes from overseas institutions of appropriate standing.
4. To ensure that international students receive good preparation before entering mainstream classes.	8. To further develop links between UC Opportunity's bridging and development programmes and the Colleges to facilitate student academic preparation and transition into receiving departments.
5. To ensure that the pastoral care of international students is such that they are well equipped to meet their academic goals.	9. To provide appropriate scholastic and pastoral support to ensure that international students fulfil their academic potential and enjoy their time at the University. 10. To provide support mechanisms that build a sense of community in order to enhance international students' learning experiences and their sense of belonging. 11. To ensure that the University's obligations to the pastoral care of international students are met or exceeded.

Strategic Goals

In this area the University's long-term strategic goals are:

6. To promote and support student exchange programmes with partner universities.
7. To promote individual and group study abroad opportunities for domestic students, staff and others.

Strategic Priorities

Strategic priorities over the period of this plan will be:

12. To promote and support student exchange programmes in order to provide opportunities for the University's staff and students to benefit from study abroad opportunities and from the greater diversity that foreign exchange students bring to the learning experience.

**Strategic Objective 5
COMMUNITY ENGAGEMENT**

Through its international activities, the University will contribute to its strategic goals in the community engagement area by:

Developing its links with alumni overseas and soliciting their support for the University through graduate employment, student recruitment, local advocacy and fundraising

Strategic Goals In this area the University's long-term strategic goals are:	Strategic Priorities Strategic priorities over the period of this plan will be:
1. To ensure robust methods exist to maintain contact with all overseas alumni through regular mailings and overseas alumni events.	1. To further enhance the Alumni and Development database to ensure effective information dissemination and meaningful communication with overseas alumni. 2. To make use of the Canterbury magazine and other publications to strengthen links with overseas alumni. 3. To review the effectiveness of all current alumni events in order to ensure that maximum benefit for the University is achieved from the investment in such initiatives. 4. To encourage and facilitate the development of overseas alumni branches and chapters and support them in organising local events. 5. To develop the Australian alumni network as a priority in 2008
2. To raise funds to support the strategic priorities of the University.	6. To work with UC Charity Trustees and fundraising consultants in the USA and UK to implement the annual giving campaign and other specific fundraising projects. 7. To build on the fundraising initiatives in Malaysia with a focus on scholarships funds for Malaysian students. 8. To investigate the best approach to raising funds in Australia.