

# University of Waikato International Plan 2019-2021

## Direction of travel

The University of Waikato's Strategy (2017-2021) sets out the overall direction of travel for the institution in the next four years. It provides an action plan designed to propel the University forward, enhancing its position as a regional, national, and global player in higher education. In essence, the strategy is to enhance core business, recognise its distinctiveness through its commitment to the Treaty of Waitangi and to lift performance to a much higher standard. It focuses on areas of strategic priority and on providing a better platform from which to achieve the University's Vision.

The University Strategy document outlines six strategic goals:

1. An organisational culture focused on high performance
2. Teaching and research programmes distinguished by academic excellence and relevance
3. A comprehensive programme of community engagement
4. Improved operational efficiency and facilities
5. A distinctive University of Waikato student experience
6. Investment in growth.

Together, these provide a framework and important point of reference for the University's international activities and internationalisation.

## The strategic rationale for internationalisation

The University of Waikato is an international university. It is internationally connected through numerous research and teaching partnerships and achieved a 2018 QS World University Ranking of #274, up more than 100 places from 2014. It is ranked first by QS amongst New Zealand universities for its research citations, indicating a high level of recognition for its research internationally. It delivers education offshore and attracts top international academic staff. The proportion of international students rose to 17% of the University's total student population in 2018, and international students' satisfaction with the learning and overall experiences at the University had it ranked in the top two New Zealand universities.

There is, however, room to lift performance. The University is implementing changes to ways in which we teach, to ensure our graduates are equipped with the technical skills they will need to be able to adapt to jobs that may not yet exist, and the intercultural competence to contribute to an ever-evolving New Zealand and international society. There is an opportunity to continue to enhance the University's research output, towards greater research impact, quality, and innovation. There is also an opportunity to grow the University of Waikato's connectedness and its reputation and brand globally, and in so doing, to create new business and reach a stronger commercial position. Internationalisation can help achieve all of these shifts in our university culture.

The next phase for the University is to actively undertake a planned and intentional process of 'internationalisation' across an increased number of the University's core activities. Outcomes for students and staff need to be at the centre of our efforts. Internationalisation for human capability development needs to be given a place alongside economic growth and sustainability as a driver of our international activities. In particular, it is essential that the University creates opportunities for

students to develop the cultural competence to be respectful, confident and successful in diverse local and global contexts, as defined in our fourth Graduate Attribute.

**Graduate Attribute 4** is defined as:

The ability to communicate effectively in culturally and linguistically diverse contexts, the ability to integrate Māori and indigenous perspectives in the contexts of disciplinary knowledges, and the ability to grasp and apply disciplinary knowledges from within local and global perspectives.

## Our vision of an internationalised Waikato

Over the next 20 years, the University will build an international reputation for being future- focussed and continually driving for improvement.

It will be known globally for:

- innovativeness and impact of its research internationally, maintaining a high performance across all of our research areas
- internationalised and future-focused curriculum, where there is an emphasis on all students developing intercultural and global competence as ‘business as usual’
- culturally-supportive student experience
- collaborative and targeted approach to international partnerships
- commitment to flexible modes of delivery including online and offshore delivery to meet the changing needs of our students
- international connections including those with governments, media, and international alumni that add value and support the advancement of the University of Waikato’s global position
- being ranked amongst the best universities in the world, demonstrated through a top 200 position on the world league tables.

Crucially, the University of Waikato will be known for prioritising not only the student experience in the present, but students’ potential for their futures. It will provide students with the global competencies and international perspectives they need to succeed in jobs in an increasingly competitive global environment to make a positive contribution to society.

Preparing our students for their futures includes developing their intercultural competencies and international employment potential ‘at home’, not just offshore. The University of Waikato and wider New Zealand environment already offers rich opportunities to learn about other cultures and develop the skills needed to navigate linguistic and cultural difference. Many of the University’s students already identify with and are competent in more than one culture. The University of Waikato also stands apart from other institutions by emphasising learning about New Zealand’s tangata whenua and te ao Māori.

## The next three years

This International Plan outlines a set of internationalisation goals and key actions for progress towards the University’s long-term vision.

The Plan is a result of consultation and discussion across the University about internationalisation, which cuts across every level of the University’s core activities. It is the International Plan of the University of Waikato, and has been shaped by feedback from senior management, Faculties and students.

The Plan aligns to the University strategy and associated plans, including the Academic Plan, Māori Advancement Plan, Pacific Plan and Research Plan. It provides divisions/faculties with a framework and actions that can be selected and adapted to fit specific needs.

## **Ownership**

Making the goals a reality will rely on key actions being owned and undertaken across the University including but not limited to the DVC Academic, DVC Research and the DVC Māori, with coordination by the Director, International, and overall leadership from the Senior Deputy Vice Chancellor. The goals and actions have been developed to ensure they are extensions of the University plans, in particular the Academic and Research Plans.

## **What are the key goals?**

Specifically, by 2021, the University of Waikato will have:

1. Advanced the internationalisation of the curriculum and provided opportunities to enable all students to develop intercultural and global competencies
2. Increased the proportion and diversity of international students studying a wide range of disciplines across University of Waikato campuses
3. Provided international students with an experience which is immersive in New Zealand culture and distinct to the University of Waikato and ensured students have access to an integrated and comprehensive support network.
4. Created a supportive and enabling environment that encourages more academic staff to engage in and generate enhanced international research outputs and impact
5. Developed a strategic portfolio of international partnerships and connections to bring more tangible outputs that meet the needs of divisions/faculties and the University, covering all core business areas of the University
6. Expanded our portfolio of flexible modes of delivery including delivery of our programmes offshore through high quality partnerships.

Fundamental to the success of these goals is the need to engage, support, and empower University of Waikato staff, students, university partners, alumni, employers, government partners, research agencies, and other key individuals and groups that will enable the University to continue to be a successful university with a demonstrated global reputation.

## **How will success be measured?**

Under each of the six internationalisation goals, several key 'priority actions' have been identified for the period to 2021. Under each set of actions, a group of success measures are outlined. These have been developed following consideration of the current state, and are intended to be ambitious while being achievable. Appendix one provides details of the relevant baseline data, though note that in many cases baseline data is not available and will need to be collected over the duration of the plan.

## International Plan Goal 1

Advance the internationalisation of the curriculum and provide opportunities to enable all students to develop intercultural and global competencies

Our graduates will find themselves competing in an employment market with international graduates who are multilingual and have diverse cultural backgrounds, competencies, and experiences. Graduates with limited experiences and understanding of cultures other than their own, who lack sufficient linguistic and cultural competence for interacting with those cultures, may struggle to make meaningful contributions to the world of work and to society as a whole. Our graduates will need the ability to be productive in multicultural teams and in diverse geographical contexts. Internationally, global competencies are an expected component of graduate capability. The University of Waikato can already boast one of the most culturally diverse student populations amongst New Zealand universities, owing to the diversity of the local population and number of international students. International students, in particular, bring opportunities for other students to observe and experience different ways of thinking, interacting and learning. With carefully designed and structured classroom and learning activities, there is the potential for all students to benefit and build skills for the future. In this International Plan, the University will focus on developing students' confidence within multicultural settings in New Zealand, respect for diversity of cultural perspectives, and the ability to evaluate approaches and solutions that take account of different perspectives.

### ***Priority actions for the next three years***

1. Refine Graduate Attribute 4 by defining a set of global competencies that can be embedded in the curriculum and develop a process and support structure for their implementation and measurement over time.
2. Develop a professional learning plan and suite of resources to provide staff with opportunities to share good practice on teaching culturally-diverse students.
3. Develop a comprehensive framework which aligns with the curriculum to encourage more students, including our Māori and Pacific students, to undertake an international experience (e.g. student exchange, short study tour, international internship, volunteering abroad experience, international conference attendance) that is appropriate for their level of study and is part of their degree.
4. All students at the University of Waikato have the opportunity to develop their global competency skills at home or overseas.

### ***Success measures***

1. Graduate Attribute 4 has been embedded in the learning outcomes of programmes.
2. 15% of students undertaking an international experience as part of their degree (undergraduate and taught postgraduate).
3. A greater number of Māori and Pasifika students are undertaking an international experience as part of their degree.
4. A web-based resource containing materials for academic staff on building global competencies into the curriculum has been developed and these resources have been adopted and used in the curriculum.
5. Academic staff have the opportunity to participate in organised activities, training and qualifications related to developing culturally-responsive pedagogy and learning activities to enhance global competency and the student experience.
6. All undergraduate students have undertaken a 15-point paper on 'cultural perspectives' within the context of their chosen discipline and, where relevant, have opportunities to take other culture-and/or language-related papers within the framework of their programme.

**Key stakeholders:** DVC Academic; DVC Māori; PVC Teaching and Learning; Centre for Tertiary Teaching and Learning; Faculties; International Office; Students.

## International Plan Goal 2

Increase the proportion and diversity of international students studying across University of Waikato campuses

International students bring many benefits to the University, its students, and staff. These include raising awareness of cultural diversity and bringing new ideas into the classroom from outside New Zealand, alongside economic benefits that help to ensure the University can provide a high-quality experience and operate successfully in the global arena. Growth in international students studying at the University of Waikato is an important element of the University's strategy and plays an important role in ensuring the continued success of the University.

### ***Priority actions for the next three years***

1. Grow the number of international students studying University of Waikato programmes by utilising different recruitment channels including agents, Government scholarship partners, and alumni referrals.
2. Enhance the University of Waikato's brand and impact in the market place by developing distinctive marketing collateral, with an emphasis on targeted digital communications.
3. Work with Faculties to develop new programmes, particularly postgraduate taught programmes that build on our strengths and take account of international student demand.
4. Redefine and better promote the University's pathway offerings to provide better support and access to a greater number of international students.
5. Develop and launch a comprehensive and strategic recruitment plan to support the University of Waikato's new campus in Tauranga.
6. Refine the existing incentive programmes (fee discounts; international excellence scholarships; top up stipends; partner discounts etc.) for international students to ensure it supports the University's growth strategy.

### ***Success measures***

1. International students make up 17% of the total student population studying University of Waikato programmes across all campuses.
2. Increase in the number of students in our programmes from a more diverse range of countries.
3. Increase in the number of international postgraduate taught students in University of Waikato programmes by 20%.
4. A greater number of international students studying University of Waikato degrees through a wider range of formal pathway programmes both in New Zealand and offshore.

**Key stakeholders:** DVC Academic; School of Graduate Research; Waikato Pathways College; Off-shore partners; Divisions/Faculties; International Office; Academic Office; Centre for Tertiary Teaching and Learning.

## International Plan Goal 3

Provide international students with an immersive New Zealand cultural experience distinct to the University of Waikato. Provide an integrated and comprehensive support network to enable their success while studying at University of Waikato campuses

Ensuring our international students have a positive, supportive and memorable experience, living and learning in a bicultural and multicultural environment, provides significant benefits to the University. It builds on the overarching goal of providing a distinctive University of Waikato student experience, preparing students with the skills and attributes to be successful and providing them with the cultural capability to be ambassadors for the University of Waikato and for New Zealand in their interactions with their home communities and countries.

Students who have appropriate support and who feel engaged with the University and local community are much more likely to have a positive experience and to complete their studies, as well as recommend the University to others. The student experience encompasses engagement with learning, as well as social interaction and opportunities to become involved in the wider Hamilton, Tauranga and New Zealand communities.

International students identified the following as important factors in their experience at University:

- The friendliness and accessibility of lecturers and supervisors.
- The ability to integrate with other students and the community.
- The quality and affordability of their accommodation.
- Safety on campus and in the community.
- Their awareness of support services e.g. academic, English language, and pastoral support.

### ***Priority actions for the next three years***

1. Develop a coordinated approach between academic learning development and student support to ensure that international students who would benefit from additional support are identified early and appropriate interventions are provided.
2. Increase opportunities for international students to engage in activities that aim to ensure they are welcomed, valued and socially connected to the country and the Bay of Plenty or Waikato region.
3. Develop a programme of activities and engagement for international students that is embedded into their experience from the point of arrival to successful completion of their degree and that introduces them to aspects of te ao Māori, including but not limited to te reo and tikanga Māori.
4. Enhance the accommodation, facilities, and social activities available to create a more vibrant and welcoming campus.

### ***Success measures***

1. Improved retention rates for international students.
2. At least 90% of students are satisfied with their overall experience at the University of Waikato as measured by the International Student Barometer, including key groups such as PhD and Pathway students.
3. Increased number and greater awareness of organized activities open to international students that encourage integration and greater opportunities to engage with the wider Waikato community.
4. Students feel connected to the University and graduate with an understanding of te ao Māori and how this contributes to a distinctive University of Waikato experience.

**Key stakeholders:** DVC Academic; DVC Māori; Divisions/Faculties; Waikato Pathways College; Pro Vice-Chancellor Teaching and Learning; School of Graduate Research; Student Services Division; External agencies e.g. DHB and Waikato Police.

## International Plan Goal 4

Create a supportive and enabling environment that encourages more academic staff to engage in and generate enhanced international research outputs and impact

International collaboration is intrinsic to academic research. The University aspires to create an enhanced environment which supports academic staff to drive their research beyond regional and national boundaries and to engage in innovative research through international networks and collaborations.

The University is committed to supporting research-active staff and students, to create opportunities to contribute to globally-relevant research, to access greater research funding and increasing the quality and quantity of the research outcomes. The University will build capacity and capability in areas of strategic significance and invest in its research students and early-mid career researchers to ensure they receive opportunities that will best prepare them for internationally recognised academic careers. The University will continue to build its areas of national leadership, as indicated in the University strategy, whilst also enhancing and developing areas of global leadership.

### ***Priority actions for the next three years***

1. Develop partnerships with international peer universities to provide increased opportunities for generating leading international research output and impact.
2. Develop a visiting scholars' programme that attracts leading international researchers to the University of Waikato and supports the University to build world leading research and impact.
3. Increase researcher mobility, particularly early-mid career, undertaking activities that seed and underpin new and ongoing successful international research collaboration that demonstrates direct benefit to the University of Waikato's research plan.
4. Increase opportunities to promote and showcase University of Waikato researchers and research internationally.
5. Increase the amount of research income obtained from international sources.
6. Increase the number and improve the quality of international PhD students studying at the University of Waikato

### ***Success measures***

1. Increased number of citations/research papers/publications co- or multi-authored with an international collaborator.
2. Increased research income coming from international sources, or sources that support international collaboration e.g. Catalyst Fund.
3. Developed three University level strategic partnerships with peer institutions that span multiple disciplines and activities.
4. Increased international media coverage of University of Waikato research and/or researchers.
5. International visiting scholars' programme developed and launched.
6. Increase in the number of international PhD students completing within 4 years.

**Key stakeholders:** DVC Research; SDVC; School of Graduate Research; Research Office; Divisions/Faculties, individual researchers, International Office.

## International Plan Goal 5

Develop a strategic portfolio of international partnerships and connections to bring more tangible outputs that meet the needs of divisions/faculties and the University

Creating international connections and partnerships are an important element of the University of Waikato's internationalisation strategy. Partnerships need to be sustainable and have clear benefits for both parties. The benefits do not necessarily need to be the same on both sides, but when considering new partnerships and maintaining existing ones, we need to be able to identify the importance and value of that partnership to the University.

The University of Waikato currently has over 200 institutional agreements. Many are inactive and not providing the value or outcomes required to meet our needs in research, teaching, student mobility, and/or capacity building. We need to focus our efforts on building a strategic portfolio of partnerships that will bring tangible long-term benefits to the University and to its staff and students.

Similarly, building appropriate international connections that include alumni, government agencies, media, and industry will help to build an international network of people willing to support the University of Waikato and ensure our brand and the unique values that we stand for are shared globally. This will reinforce the message that the University is an internationally respected institution known for the high quality of its teaching, the global impact of its research, and the employability of its graduates.

### ***Priority actions for the next three years***

1. Undertake a review of the University of Waikato's partnerships portfolio and develop a framework to support international strategic partnerships.
2. Develop an online resource for University staff to support strategic partnership development.
3. Identify a small set of strategic university-to-university partnerships that will be high-performing and mutually beneficial, to support research, teaching, reputation building, and staff and student mobility (aligned with Goal 4 and Goal 1).
4. Develop a comprehensive international alumni plan that encourages greater engagement and support for the University.
5. Build a network of international connections across governments, media, and industry in key countries around the world.

### ***Success measures***

1. A clear, structured but adaptable international partnerships plan developed to provide a framework for the University/faculties/institutes to operate within.
2. An international partnerships development and management toolkit for staff developed, published, and used by staff.
3. A small set of strategic university-to-university partnerships established and producing tangible outputs in the area of research, teaching, and staff/student mobility that contribute to the University of Waikato's international standing.
4. An increased number of University of Waikato international alumni are actively engaged in University activities on- and offshore.
5. An increased number of active collaborations and agreements with external international organisations.

**Key stakeholders:** SDVC; DVC Research; DVC Academic; DVC Māori; Divisions/Faculties; International Office.

## International Plan Goal 6

Expand our portfolio of flexible modes of delivery including delivery of our programmes offshore through high quality partnerships

Multi-modal delivery is not a new concept for the University. However, there is a need to expand this further in order to stay ahead of the curve and to continue to enhance the University's international reputation and increase the number and diversity of students studying University of Waikato programmes. The University has an opportunity to lead the way in this area. As the first New Zealand university to deliver fully accredited degree programmes in China, the University is well-positioned to further develop this model as well as other innovative collaborations, such as joint PhDs with strategic partners in other countries. This coupled with an increase of programmes delivered online and a wider number of pathway programmes will set the University of Waikato apart from its competitors and position it well for the future.

### ***Priority actions for the next three years***

1. Launch and successfully graduate the first cohort of students studying at the University of Waikato's Joint Institute at Zhejiang University City College (ZUCC) in China.
2. Embed the University's existing transnational education programmes (ZUCC, SISU, HEBUST) into business as usual and explore opportunities to widen the collaboration across multiple activities and disciplines.
3. Increase the number of students transferring to University of Waikato programmes through guaranteed credit arrangements with partners in Asia, including but not limited to China, Vietnam, India and Malaysia.
4. Explore and develop at least one new offshore delivery project in Asia involving multiple disciplines.
5. Develop a comprehensive support framework to assist faculties in the assessment, development and execution of pathway and offshore delivery projects.
6. Explore and further develop opportunities for international students to undertake their University of Waikato degree either fully online or through blended learning using FutureLearn as a delivery platform.

### ***Success measures***

1. Zhejiang University City College, Shanghai International Studies University and Hebei University of Science and Technology continue to deliver benefits to the University and are successfully embedded into business as usual practice.
2. At least one new substantial offshore delivery project identified in Asia.
3. A comprehensive support portal to assist faculties in assessing, developing and executing a wider range of pathways, including delivery of programmes offshore, has been launched.
4. An increased number of international students coming through identified pathway programmes in New Zealand and offshore.

**Key stakeholders:** SDVC; DVC Academic; PVC Teaching and Learning; Centre for Tertiary Teaching and Learning; Academic Office; Divisions/Faculties, International Office; Waikato Pathways College; External partners.

## Next steps

The International Plan will be the responsibility of a new International Advisory Group which will be set up to oversee internationalisation at the University under the direction of the Senior Deputy Vice Chancellor. Further working groups will be set up to operationalise each of the International Plan's goals and priority actions. These groups will:

- Bring together key collaborators
- Develop a sustainable and clear roadmap that will best achieve the goals in the three-year timeframe outlined in the Plan
- Ensure Plan actions and the process for the implementation of these is integrated into other plans, policies and processes
- Oversee and ensure development and delivery of agreed success measures.

There is also some further work to be done to identify the current state of practice/activity in order to be able to measure our success accurately over the next three years. Alongside the establishment of the working groups a more comprehensive data gathering exercise will be undertaken to assist with this analysis.