

Internationalisation Action Plan 2023–2025



Introduction

Griffith University has been internationally focused since its inception and, as we near our 50th anniversary, it is timely to renew that commitment and focus on the role our internationalisation activities can play in Creating a better future for all. The University's Strategic Plan 2020–2025 explicitly acknowledges Griffith's enduring legacy of engagement across the Asia Pacific, with strong relationships built on a high level of trust. The importance of enduring partnerships, built on trust and shared goals, has been reinforced in recent years, and a commitment to constructive partnerships, global impact and mutual interest is embedded across our research, teaching and learning. Equally, Griffith's commitment to being a values-led institution provides a framework within which we can engage internationally in an increasingly complex and dynamic world. The global attention on the United Nations' Sustainable Development Goals aligns well with Griffith's values, its research expertise and its commitment to the Asia-Pacific region, while developments in technology enable us to support alternative modes of international engagement by students and staff alike while mitigating the environmental impact.

The framework and landscape within which we engage internationally has changed significantly and this action plan has been developed with a new understanding of the vulnerability of universities' internationalisation strategies and plans to events and happenings beyond their control. While there is explicit acknowledgment in developing this action plan that change is a constant, there is also recognition that the need to engage globally, to support the development of graduates confident to take on an uncertain future and to ensure our research contributes to the social, economic and environmental betterment of communities around the world, has never been more important. The internationalisation of higher education will continue to grow and develop, and bring with it new challenges and new opportunities. While actions and goals are detailed in this document, it is important that we are open to those new opportunities, and equipped to face new challenges. The attraction of international talent, be it students or new staff, will occur in an increasingly competitive world, and our internationalisation activities more broadly will be influenced by an uncertain political environment. Not engaging internationally is not an option, and it will take the involvement and commitment of all, but contributing to the resolution of global challenges, and welcoming international staff and students from diverse backgrounds and perspectives, will ensure Griffith University continues to make an impact into the next 50 years and beyond.



Students - Graduates confident to face the future

Internationalisation contributes to Griffith's goal of ensuring our graduates are equipped to contribute as global citizens. Vibrant and multicultural campuses, together with the range of opportunities our students are offered to develop an international perspective together with an understanding and appreciation of difference, contributes to the development of influential, engaged, and socially responsible graduates.

At Griffith, international student diversity is defined in terms of both citizenship and the discipline areas in which they enrol. A commitment to a diverse international student cohort is long-standing and reflected in our recruitment strategies and partnerships, as well as the provision of academic and language pathways designed to support access to degree programs for students from different education systems. This commitment will be further reinforced through the development of in-market (TNE) pathways designed to reduce the cost and risk associated with accessing higher degree study. Ensuring support services and programs are responsive and targeted to enable academic success will see a formal review undertaken of Griffith's well-known, multistrand English Language Enhancement Strategy (GELES) so that it continues to meet the changing needs of the international student cohort. The student voice will be an important part of that review and the development of future service provision. Ensuring all international graduates are ready to achieve their future employment goals will be the subject of additional investment over the life of this action plan, as part of a broader University commitment to supporting the employability of all its graduates.

While Griffith has previously offered a range of transnational education (TNE) programs as opportunities have emerged, it is timely to develop a more strategic approach to the provision of programs for international students who do not have the ability to study their full degree in Australia. Consistent with our well-established commitment to supporting access to quality education, a separate TNE strategy will be developed with a focus on the provision of pathways to onshore degree study, as well as partnering to ensure that

the provision of programs meets the need of the local community. Criteria against which to consider opportunities for TNE (including online delivery in partnership with a local provider) will be developed, guided by Griffith's values and commitment to contributing to the achievement of the United Nation's Sustainable Development Goals (SDGs) and ensuring that programs meet the needs of the host community and support equity of access to quality education.

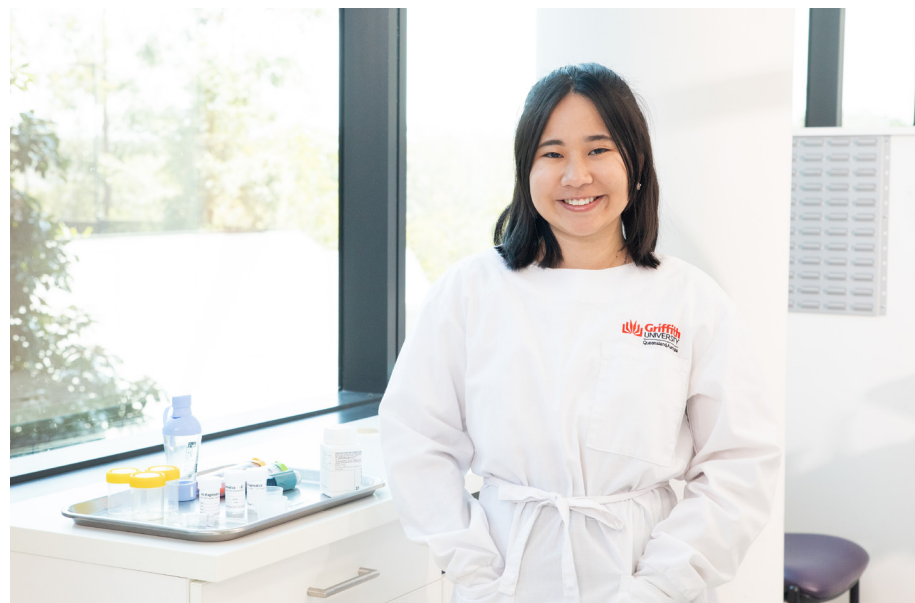
Barriers to participation in global mobility frequently cluster around one or more of the 'four Cs', curriculum, cost, culture and circumstance. By 2025, the aim is to increase the number of students participating in global mobility experiences to 20% of the graduating cohort, in line with the Australian higher education mobility participation rate pre-COVID. As the University reviews its program structures, it is an opportune time to consider the inclusion of "mobility windows", ensuring and promoting opportunities for global mobility experiences and work integrated learning experiences. The University will continue to seek external funding, such as that provided through DFAT's New Colombo Plan (NCP), to mitigate financial barriers to going overseas, and ensure that Griffith remains among the top Australian universities in terms of NCP awards. Griffith is already a leading institution in Australia in sending out traditionally underrepresented groups on mobility experiences, including Aboriginal and Torres Strait Islander students, 'first in family' students, students from regional, remote and lower SES backgrounds, as well as those with a disability. Nevertheless, it is for these groups of students that culture and circumstance may be a barrier to participation in mobility, in addition to financial constraints, as well as for students who have caring responsibilities and/or are working part-time alongside their studies. Key partnerships will be developed to support the delivery of an annual indigenous cohort mobility program while, in light of our commitment to improving environmental sustainability, a more formalised approach to the provision of virtual mobility experiences, and supporting staff capacity to deliver options such as Collaborative Online International Learning (COIL) will be adopted.



Actions	Outcomes by 2025	Responsible
Offer a suite of pathway and degree programs that are responsive to the needs of a diversified international student cohort, with a suite of online programs to be developed for targeted international markets.	International students will comprise more than 21% of the total cohort by 2025.	VPG, Provost, DVCE, Group PVCs
Offer TNE programs that facilitate access to quality education through the provision of in-market language and academic pathway programs.	In-market language preparation programs will be delivered by GELI and partnerships will be in place to support the delivery of academic pathways into Griffith degrees (both undergraduate and postgraduate).	VPG, Provost
Establish an International Student Advisory Group to ensure that the student voice is heard and contributes to the review and development of international student services and support programs.	An International Student Advisory Group will be established, drawing on membership of international student associations and clubs, representing a diverse range of student voices and contributing to improved international student retention (95.6% by 2025) and satisfaction with the international student experience (91% overall on the ISB).	VPG
Review the Griffith English Language Enhancement Strategy (GELES) and use review outcomes to develop the next phase of the strategy, ensuring that programs and services support international students from all linguistic backgrounds to progress academically and socially.	A revised version of GELES will be in place, ensuring language support is targeted and effective, resulting in enhanced student retention and satisfaction.	VPG, DVCE, ELAC
Support international students' specific employability needs through the development of a range of career readiness skills and the integration of targeted career development learning and enhanced access to WIL, as well as increased participation in on-campus and off-campus degree relevant part-time employment.	Increase international student employment outcomes in 'full employment' measured in the International Graduate Outcomes Survey by 2% by the end of 2025 (currently 66.8% IGOS 2022).	VPG, DVCE, Group PVCs
Develop a targeted suite of career development activities and events for international students, including a new suite of online learning and development resources, and a virtual interview training tool and specific campaigns to connect them with just-in-time resources.	Increase international student learning satisfaction with career advice by 4% and with employability by 6% in the International Student Barometer.	DVCE



Actions	Outcomes by 2025	Responsible
Increase international student participation and international alumni engagement in the Industry Mentoring Program.	International student participation in the IMP will be 40% of total students by the end of 2025 and international alumni engagement will have increased by 2%.	DVCE, VPA
Increase access to and participation in global mobility opportunities by leveraging the review of Griffith program structures, providing targeted responses to the barriers faced by specific student groups and ensuring a range of international experience opportunities, in-person and virtually.	20% of Griffith students in eligible programs will participate in at least one global learning opportunity as part of their Griffith studies.	VPG, Provost, DVCE, DVCIDI, Group PVCs
Develop a cohesive suite of virtual programs to support increased participation and access to global learning experiences in an environmentally sustainable way.	25% of all Griffith student global mobility will be virtual (including COIL).	VPG, DVCE
Embed environmental sustainability into the development and delivery of Global Mobility programs, including the development of pre-departure orientation modules that support sustainable travel and use of SDGs as a selection criterion in the prioritising of programs submitted for funding.	Environmental sustainability and alignment with Griffith's commitment to the UN SDGs will be explicit criteria in the development and delivery of global mobility programs.	VPG
Develop two key institutional partnerships to support the delivery of an annual indigenous cohort-based mobility program.	Indigenous student participation in global mobility programs will increase to 25%.	VPG, DVCIDI



Research - Research solutions for tomorrow's problems

Griffith academics, researchers and students are driving research collaborations with international counterparts in key areas of mutual interest. We are committed to delivering positive social, economic and cultural outcomes locally and globally, underpinned by research that matters and makes an impact. Griffith's "beacons" bring together multidisciplinary groups across the University to address some of the most pressing global challenges, from advancing climate action to improving water quality to enhancing health outcomes. Strong partnerships and researchers who are confident in developing networks and international collaborations are requisite, as is ensuring that implications of an evolving legislative and political landscape are understood. Personal connections underpin many of our deepest institutional linkages globally and regionally, contributing to talent attraction and enable access to knowledge and infrastructure.

With impact as the guiding principle of Griffith's Research and Innovation Plan (2021-2025), strategic international engagement is essential and will contribute to the recruitment of internationally recognised researchers and higher degree research candidates, as well as to our capacity to successfully access research funding from around the world.

Actions	Outcomes by 2025	Responsible
Engage in the strategic recruitment of RO/T&R academic staff in 2023/2024 with an international profile as defined by citation impact or other discipline-appropriate publication quality metrics (e.g. Q1 journals), international co-authorship, and access to international grant income.	35 internationally recognised researchers recruited primarily at levels B and C exceeding international benchmarks for research quality appropriate to career stage and discipline.	DVCR
Support researchers to be able, and qualified, to succeed in competitive grants for international collaboration through the offering of 10 Short-term International Visiting Research Fellowships per year.	AUD \$12M in HERDC-eligible research funding received from international sources including international industry and not-for-profit organisations, international government, or international philanthropic bodies.	DVCR
Leverage the University's research strengths and reputation to deliver SDG-aligned capacity building programs across the Asia Pacific region.	Griffith will be recognised as a leader in delivering capacity building projects in the Asia-Pacific and will attract at least \$7 million dollars in funding per year through this activity.	VPG
Develop new joint PhD programs with strategic institutional partners to support increased international HDR commencements and offer increased global learning opportunities to PhD candidates.	Minimum of 34% of the commencing HDR candidate cohort will be international.	VPG, DVCR, Group PVCs
	The proportion of externally funded international HDR candidates will increase to 10% through increased cross-University alignment of international HDR recruitment strategies.	VPG, DVCR, Group PVCs



People – unleashing the potential of our people

Being an internationalised university requires the support and engagement of staff from across Griffith, professional and academic. To meet the commitments and implement the actions detailed, a core commitment of this action plan is to the upskilling and development of capacity in key areas. This is the first time staff development actions have been included, reflecting the increased potential to use technology to support a number of internationalisation activities, and the complex environment within which internationalisation occurs.

Actions	Outcomes by 2025	Responsible
Develop a revised series of training modules to ensure all Griffith staff are supported in their internationalisation activities.	Internationally engaged staff across the wider institution who are effective in supporting international students and engaging in international collaborations which further Griffith's global reputation and impact, and contribute to the student experience.	VPG, DVCR, Director HR
Develop staff capability to ensure a suite of virtual global mobility programs are available to students across the University.	A training program and resources to support and build capacity in the delivery of Collaborative Online International Learning will be in place.	VPG, DVCE
Support researchers in the development of sustainable international partnerships and networks.	A training program will be in place to ensure researchers looking to extend their international collaboration are supported and aware of what makes a positive partnership.	VPG, DVCR



Engagement - Partnering for impact globally

Partnerships are core to Griffith's internationalisation, whether they are focused on providing accessible pathways to studying at Griffith, ensuring our research is relevant and meets the needs of communities or supporting the development of our graduates as global citizens. We recognise the importance of strategically choosing and managing our institutional partnerships to support not only our ambitions, but those of our partners. While Griffith University has consistently placed among the top 2% of universities worldwide for some years, a core goal in Creating a better future for all is to be placed in the Top 200 of the Times Higher Education university rankings by 2025. Our international partnerships will be integral to achieving this goal.

In the development of its Strategic Plan 2020–2025, Griffith reinforced its commitment to being a leading university of influence in the Asia Pacific, building on the significant and wide-ranging Asia and Pacific expertise across the University. In recognition of the expertise and experience Griffith

researchers bring to solving global challenges which are already impacting our nearest neighbours, and in acknowledgement of the long-standing cultural and trade links and people-to-people ties with Pacific Island nations, there will be a specific focus on our engagement with the Pacific. This reflects Griffith's institutional values and expertise, as well as a commitment to providing accessible international experiences for our students to learn more about the region within which they live. The capacity of Griffith's Pacific Hub will be leveraged in the development of this special regional engagement strategy, and ensure that Griffith plays a leading role in local, state and federal engagement with the region. It is also recognised that it is not just Queensland and Australia more broadly that is increasingly focused on the Pacific, and reinforcement of Griffith's activity and expertise in this area has the potential to contribute to the strengthening of key international partnerships beyond the region.

Actions	Outcomes by 2025	Responsible
Develop and implement a framework to identify and manage strategic international partnerships.	Strategic partnership management framework in place and used in the review of existing and assessment of new institutional partners.	VPG, IAC
Identify six key strategic partners, four of which are in the Asia Pacific, and/or join an international network to support the broadening and deepening of the University's internationalisation activities.	Key institutional partnerships identified and/or membership of international university network confirmed.	VPG, EG
Develop a Pacific engagement strategy that reflects and builds on Griffith's significant expertise and commitment to the Pacific, within the broader context of Griffith's long-standing legacy of research, capacity building and providing student experiences across the Asia Pacific region.	A Pacific advisory group will be established to develop a Pacific engagement strategy in 2024.	DVCR, VPG, Pacific Hub
	Agreements with institutional partners in the Pacific will be expanded and strengthened to support a broader range of collaborative activities and areas across the University.	DVCR, VPG, Pacific Hub
	Griffith will be positioned as a key knowledge partner for national and international stakeholders, including partner institutions and organisations across the Asia-Pacific region and globally.	DVCR, VPG, Pacific Hub





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