



20<sup>18-</sup>  
22

# Globalisation Plan

Enabling Global Excellence



## **ACKNOWLEDGEMENT OF COUNTRY**

La Trobe University acknowledges that our campuses are located on the lands of many traditional custodians in Victoria. We recognise their ongoing connection to the land and value their unique contribution to the University and wider Australian society.

We are committed to providing opportunities for Indigenous Australians, both as individuals and communities through teaching and learning, research and community partnerships across all of our campuses.

La Trobe University pays our respect to Indigenous Elders, past, present and emerging and will continue to incorporate Indigenous knowledge systems and protocols as part of our ongoing strategic and operational business.

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# Message from the Pro Vice-Chancellor (International)

Since being founded in 1967, La Trobe University has had a history of engaging globally where others at the time did not.

We were the first university in Australia to be visited by a sitting Indian Prime Minister. In recognition of the significant investment made in Indian culture and literature, Mrs Indira Ghandi visited for the opening of the Borchardt Library in 1968. We remain to this day one of only two universities in the country who have been visited by an Indian Prime Minister.

La Trobe was one of the earliest Australian Universities to engage in China, with the establishment over 30 years ago of partnerships with significant universities that continue to this day.

Today we host over 8,000 international students from more than 165 countries across our Australian campus network and through our teaching partnerships with leading institutions in the region. In addition, we send over 1,000 Australian students a year overseas to undertake study opportunities and engage directly in global cultures and pedagogies.

Our previous Internationalisation Plan 2014 to 2017 served us well by seeking to develop the concept of 'comprehensive internationalisation' – the idea that each one of us has a role to play in achieving the goals of the University through an international perspective in all we do.

In spite of this early success and the aspirational goals of the previous plan, we are currently less global than our Victorian counterparts across the main parameters of engagement: research, inbound international students, outbound Australian students and transnational teaching partnerships.

The past 30 years in particular has witnessed a revolution in how universities engage globally. In Australia alone, international student numbers have risen from less than 100,000 in 1994 to over 785,000\* today. Over the last 10 years, the number of Australian students participating in overseas study experiences has tripled to 45,000 (or 21 per cent of all domestic undergraduate students).

The same trend is evident in research with the steady growth of international collaborative research projects, multinational expert networks, regional and global research centres of excellence and a range of institutional partnerships involving the education, government, business, philanthropic and community sectors. The last decade has also seen the rise of the relevance of global rankings, with the commensurate understanding that globally engaged research drives reputational excellence and, in turn, institutions' attractiveness to students.

For La Trobe to benefit fully from the remarkable shift in engagement of major world universities from the local to the global, we need to shift our focus from the internally oriented gaze of the previous plan and become a university that is engaged globally across all areas of activity. Our adjusted focus recognises that the only viable, long-term approach to international education and partnerships is a globally focused, whole-of-university approach.

The mission and vision statements of the Globalisation Plan reflect this institution-wide approach, and the Plan is organised around four strategic priorities:

- Globally Enabled Students
- Global Partner of Choice
- Operational Excellence
- One University, Many Communities

Ultimately, this plan will enable La Trobe University to reclaim the uniquely global perspective that was part of its founding principles, and to become a leader in being and defining how a truly global university operates.

**Kelly Smith**  
Pro Vice-Chancellor (International)

\* Department of Education and Training International  
Student Data January-December 2017



## Welcome from **Aunty Joy Murphy**

As University Elder, I am honoured to welcome our prospective International students and visitors. La Trobe's Bundoora Campus is located on Wurundjeri country, my father's traditional lands. It is protocol for Wurundjeri people to welcome you to our Country and afford you safe passage during your time here.

La Trobe University has advocated for social change and progress for Indigenous Australians over many years through teaching, learning, research, Indigenous student support and Indigenous staff engagement. La Trobe was established in 1967 – the same year that Australia had a referendum to vote on whether Indigenous Australians would be counted as part of the population for the first time. Australians voted overwhelmingly in support for this to happen.

The moiety of the Eagle (Bunjil our creator spirit) represents a union of respect and growth, embracing the learning from the oldest living culture in the world with a western cultural place of learning. The eagle appears on the La Trobe family crest. It is important for Australians and international visitors to learn of these connections.

My journey in life has been guided by my ancestors. I wish to ensure that all visitors to our land are accepted and made to feel welcome, especially those who may be far from home and family.

While here you can enjoy the wetlands and wildlife of Nangak Tamboree, visit the Ngarn-gi Bagora Indigenous Centre in the Agora or perhaps you can learn about the Yorta Yorta people of Shepparton. The possibilities are endless!

I hope you find La Trobe a welcoming place, that you recognise the special significance land has for Indigenous Australians and acknowledge our longest continuing culture in the world.

*Wominjeka Wurundjeri Balluk yearmenn koondee bik* (Welcome to the land of the Wurundjeri people).

**Aunty Joy Murphy** AO  
La Trobe University Elder



## Our global **mission**

Advancing global perspectives through learning and knowledge, for the benefit of our students and communities.

## Our global **vision**

To address the major issues of our time by being globally connected, inclusive and excellent.

## Our **values**

This approach is based on our **values** of:

- inclusiveness, diversity, equity and social justice
- pursuing excellence and sustainability in everything we do
- championing our local communities in Melbourne's north and regional Victoria
- being willing to innovate and disrupt the traditional way of doing things.

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## Our **cultural qualities**

The strategy development process has clearly articulated the importance of our people – our staff, students and partners – and our culture, which together make us:



### **Connected**

Connecting the students and communities we serve to the world outside.



### **Innovative**

Tackling the big issues of our time to transform the lives of our students and society.



### **Accountable**

Striving for excellence in everything we do, holding each other to account, and working to the highest standards.



### **Care**

We care about what we do and why we do it, because we believe in the power of education and research to transform lives and global society.



# Our global strengths





WE HOST OVER

**8,000 INTERNATIONAL STUDENTS**

ACROSS OUR AUSTRALIAN CAMPUSES  
AND TEACHING PARTNERSHIPS

OUR STUDENTS COME FROM  
MORE THAN

**165 COUNTRIES**

EACH YEAR, WE SEND OVER

**1,000 STUDENTS**

TO STUDY OVERSEAS AND ENGAGE DIRECTLY  
WITH GLOBAL CULTURES

WE COLLABORATE WITH MORE THAN

**257 RESEARCH PARTNERS WORLDWIDE**

OUR MULTI-CAMPUS NETWORK OFFERS  
INTERNATIONAL STUDENTS DIRECT ACCESS TO

**AUSTRALIA'S FASTEST GROWING CITIES**

AND

**VICTORIA'S LARGEST REGIONAL CENTRES\***

OUR STAFF SPEAK OVER

**95 DIFFERENT LANGUAGES**



City Campus ↑

\* Australian Bureau of Statistics, 3218.0 Regional Population Growth, Australia 2016-17 (April 2018); Regional Cities Victoria (August 2018).

# Our global ambition

“An important function of a university is to free the student mind from inhibitions which limit vision to immediate surroundings.”

La Trobe University inaugural address  
David M. Myers, 1967

Since the University's very first lecture, La Trobe has striven to open minds to new perspectives, different opinions and alternative ways of thinking. More than 50 years later, we're continuing this ambition through our 2018-22 Globalisation Plan.

The Globalisation Plan will drive our University's collaborative and culturally agile engagement with the world, across all operational levels, in the 2018-2022 period. It puts forward the strategies and measures of success that will lead our students and staff to flourish in a globalising world.

The Plan is informed by comprehensive evidence, feedback and strategy, including from:

- A research report by Nous Group (*Internationalisation Research*, March 2018) that benchmarked La Trobe's efforts against those of our counterparts across inbound student recruitment, outbound student mobility and research reputation. The report's findings revealed significant opportunities to improve La Trobe's performance in these areas.
- Broad consultation with staff, students and stakeholders in 2018, who considered why globalisation is important to them, our students and the broader university community.
- La Trobe University's *Strategic Plan 2018-22*, released in the last quarter of 2017, whose global tactics underpin this Plan and are outlined on the next page.

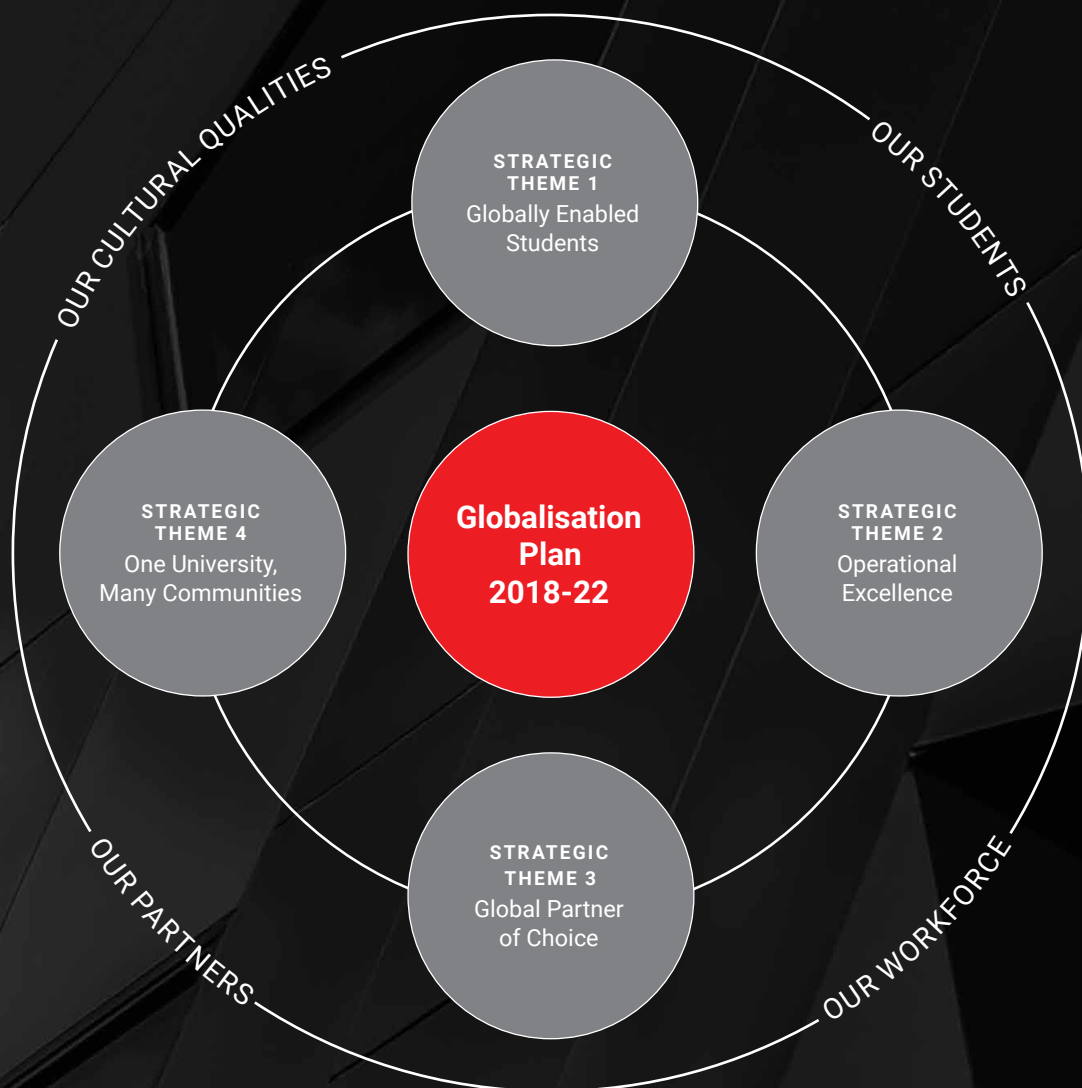


## Strategic Plan 2018-2022

### Our global objectives

University objectives and enablers	Global strategies in the Strategic Plan	Goal	Strategic Targets in 2022 / KPIs in 2022
<b>Outstanding Student Experience</b>	<p>Equip our students with an <b>identifiably modern, globally relevant education</b></p> <p>Regularly review our undergraduate and postgraduate courses to ensure they are relevant, competitive and <b>aligned with industry and global needs</b></p> <p>Educate <b>global citizens</b> through a <b>cross-cultural curriculum, outbound mobility, language teaching</b> and a wide range of <b>employability experiences</b></p>	To deliver a consistently high quality experience for all students	La Trobe to be top 12 in Australia and top in Victoria for high quality student experience and learning outcomes
<b>Student Employability</b>	Improve the <b>employability outcomes</b> for all our graduates – both for domestic or <b>international students</b>	To continually improve graduate employability outcomes	La Trobe to be top 12 in Australia and top in Victoria for graduates in full time employment
<b>Research Excellence</b>	<p><b>Increase international collaborations</b> to widen our sources of support, extend research and broaden our base of research talent</p> <p><b>Add to and nurture our existing international collaborations</b> and provide incentives for international co publication, co-supervision of graduate researchers and cofounding of projects</p> <p>Foster a culture of recruiting, developing and promoting <b>staff and students from diverse backgrounds</b></p>	To achieve continual and sustainable increases in research income, productivity, impact and recognition – including <b>improvement in international and industry collaborations</b> , and graduate research completions	Top 250 in ARWU and top 300 in QS and THE rankings
<b>Unrivalled Partner of Choice</b>	<p>Transform La Trobe's existing R&amp;D park into a thriving Research and Innovation Precinct to <b>attract global partners and world-class researchers</b></p> <p>Create an entrepreneurial ecosystem in regional Victoria that is 'open to all' and will be recognised as a <b>global exemplar</b> of a start-up destination for regional communities</p>	To become recognised as the 'Unrivalled Partner of Choice'	Double partnerships revenue from research and education by 2022
<b>One University, Many Communities</b>	Review <b>international partnerships</b> to identify countries that offer the most potential for partnerships in student recruitment, third party teaching, research and student mobility	<b>To have our regional campuses chosen by</b> regional, metropolitan and <b>international graduate research students and researchers</b> , whose study and work will accelerate economic and community development in the communities we serve	Comparable graduate researcher outcomes and per capita research performance at each of our campuses
<b>Operational Excellence</b>	In an environment of <b>global competition, attract and retain the best staff</b> and deploy their talents in imaginative ways to constantly improve results for our students, partners and communities	To be an 'Employer of Choice' for academic and professional staff.	Each campus of La Trobe to be within the top quartile of the Australian National Norm benchmark for 'sustainable engagement' of staff (as measured by the Employee Opinion Survey)
<b>Revenue Growth</b>	<b>Increase enrolments and retention of</b> undergraduate and postgraduate coursework students from Australia, and <b>undergraduate and postgraduate international students</b> ; and continue our focus on increasing graduate research completions		





## About this plan

Building on the core objectives, enablers and global-related strategies outlined in our *Strategic Plan 2018-22*, this Globalisation Plan acts as a roadmap for La Trobe's long-term global future. It sets out the actions, measures and targets we must pursue in order to develop and thrive as a globally focused university. Its success demands a whole-of-University approach and a global focus for all of our planning.

The Globalisation Plan is underpinned by four strategic priorities:

1. **Globally Enabled Students:**  
We'll support our students to graduate as globally engaged students who are sought after by globally focused companies. We'll enable them to study languages and internationally relevant degrees, offer culturally rich experiences through our mobility opportunities, and encourage positive and powerful interactions between our domestic and international staff and students
2. **Operational Excellence:** We'll support our workforce to understand the importance of effective cross-cultural communication for enhancing the international student experience and provide opportunities to develop greater cultural awareness and sensitivity

3. **Global Partner of Choice:** We'll foster international collaborations with high quality and high impact research partners in order to raise our research rankings and reputation, leading to an increase in the desirability of La Trobe as a place to work and study
4. **One University, Many Communities:**  
We'll increase and diversify our student cohort to support institutional sustainability and to build an inclusive and culturally diverse environment

Together, these four strategic priorities will foster global perspectives in our staff, forge an exchange of knowledge with our international communities and position us to successfully navigate changes in the global higher education landscape.

# Our strategic priorities

- Our students will be globally diverse citizens who are capable and confident to engage over multiple cultures and contexts.

## 1. Globally Enabled Students

As our world grows ever more interconnected, graduates who can demonstrate intercultural intelligence will add immense value to their careers. Through cross-border student mobility programs, an internationalised curriculum and globally focused Work Integrated Learning (WIL) programs, we'll ensure that each La Trobe student is globally enabled and ready for the increasingly international future of work.

Our globally enabled students will adapt capably to different work routines, processes and perspectives. They'll engage confidently and effectively in cross-cultural contexts and practise respect for cultural diversity. What's more, they'll have the chance to speak a second language, take part in overseas study and will graduate as truly global citizens.

### 1.1 Globalised education

Through a comprehensive, modern and globally relevant education, we'll equip our students with intercultural skills, knowledge, safe behaviours and competencies, so that they can connect with diverse ways of making sense of the world.

We'll also ensure the curriculum being taught in our courses is understood by all students, no matter where in the world they're from, and that we offer exposure to different cultural perspectives by incorporating local, national and global contexts.

#### What we'll do

- Provide opportunities for students to understand and prepare for the global workplace through our curriculum and curricular activities, including mobility and internships (virtual, national and international)
- Promote relevant programs that complement students' cross-cultural learning opportunities such as the Diploma of Languages

### 1.2 Global and intercultural experiences

We want our students to be globally ambitious and confident to engage across cultural and international boundaries. We know that experiencing new cultural contexts helps develop soft skills such as resilience, teamwork and communication, and supports students to build diverse professional networks. The capabilities they'll gain from exposure to different cultures, religions and ways of life will play an important role in enhancing their employment opportunities after graduation.

Importantly, student mobility at La Trobe isn't limited to overseas experiences. We'll also offer opportunities for our students to experience and enrich their understandings of Australian culture, including a strong focus on Indigenous cultures.

Leaving familiar surroundings, setting aside day-to-day responsibilities or finding available funds can be difficult for some students, including those who are parents, carers, from a low socio-economic background or first-time travellers. It's our role to communicate not only the mobility opportunities available to students, but also the lifelong benefits of travel and cultural experiences, and the support they can access if they participate.







Furthermore, we'll make sure the application process is smooth for students. All relevant program and course/subject approvals will occur in a timely manner, and we'll develop a set of preferred global partners through our Global Partner of Choice framework (see page 21).

Finally, we'll ensure students have opportunities to undertake culturally diverse experiences in a safe and supportive environment.

#### What we'll do

- Build mobility opportunities into our degrees through course mapping and clearly communicate relevant credit arrangements
- Expand the range and type of mobility programs via strategic collaborations with domestic, Indigenous and international partners and governments, including more short-term inbound and outbound opportunities that take advantage of our campus network and place-based subjects

- In addition to the comprehensive support that exists already at La Trobe, develop sustainable models to advise and provide financial support on a needs basis to students to encourage outbound mobility within traditionally under-represented groups
- Develop and implement an Indigenous mobility program to encourage students from all backgrounds to undertake an Indigenous cultural experiences
- Increase the number of our students undertaking study experiences in the Asia Pacific
- Ensure students are well prepared for the culture and environment they'll experience, by providing thorough pre-departure briefings and ongoing 'in program' support

**'Most of the local students at La Trobe come from culturally diverse backgrounds, which makes for a great learning environment. We all bring our own cultural experiences into conversations in the classroom. And through work placements, we get to practise in diverse communities and build our local career expertise.'**

#### Natasha Arulandanda

Bachelor of Applied Science and Master of Speech Pathology student  
Malaysia



- » It's crucial that La Trobe staff and students understand the importance of cross-cultural communication, develop cultural safety capabilities and learn how to manage and appreciate cultural diversity.



### 1.3 Student satisfaction

Providing an outstanding student experience is at the heart of everything we do at La Trobe. With students coming to our University from over 165 countries around the world, and with our campuses located in some of the most multicultural parts of Australia, our ability to recognise the challenges students may face while studying is paramount.

Whatever their cultural background, every student will process experiences, understand contexts, describe situations, and act and react in different ways. It's crucial that La Trobe staff and students understand the importance of cross-cultural communication, develop cultural safety capabilities and learn how to manage and appreciate cultural diversity. We'll practise our cultural qualities so that every student feels their interactions at La Trobe are worthwhile and enriching, and their time well spent. We'll also provide opportunities and encouragement to enable our culturally diverse student cohort to communicate, work together and build supportive relationships.

#### What we'll do

- Provide specialist learning support, especially in the area of English language proficiency for students from a Non-English Speaking Background
- Provide training and material on intercultural values and capabilities, working with diversity and understanding multicultural Australia, in order to build a safe, inclusive and culturally diverse environment for our students and staff
- Support initiatives designed to bring international and domestic students together in an environment that endorses cross-cultural communication and focuses on providing the tools to build networks

### 1.4 International students' employability

Wherever our students choose to launch their careers, they'll need a global perspective, a high-level suite of technical and soft skills, and demonstrable work experience to land a professional role. In particular, international students will need support to connect into local Australian networks and to develop, recognise and articulate their existing capabilities to employers.

We'll be more intentional in the employability support we offer to international students, not only in terms of placements, but also in terms of the customised career development work they can undertake while studying. It's our responsibility to ensure they access La Trobe's innovative Career Ready Program, designed to help students develop portfolios of evidence that will be of value as they transition back home or continue in their career in Australia.

It's also our role to offer opportunities for students to undertake international internships, to increase the number of available work placements in a global context, and to encourage the communities around us to understand the benefits of hiring La Trobe students and graduates.



To maximise the benefit of our alumni networks and formal chapters, we'll establish global advisory boards in key cities with successful alumni and academics from partner Universities. These boards will suggest ideas for internships and networking, offer support to students wanting to travel internationally, run and host events for students on study programs, highlight global trends and provide a point of global connection for students and graduates.

#### What we'll do

- Engage with local communities that surround our campuses to facilitate the entry of international students into the local workforce through WIL programs, hosting graduate recruiters on campus and networking events
- Work with alumni to establish networks and relationships for our international students to connect with as they transition back to their home countries

## 1.5 Globally engaged graduate researchers

Exposure to the global research community is vital to graduate researchers' career success. Engaging with peers around the world offers graduate researchers opportunities to engage with and learn from research leaders with different expertise, access facilities not available in Australia, identify new employment opportunities, and develop professional networks, collaborations and friendships overseas. Reciprocally, inviting leading international researchers to visit La Trobe's campuses provides valuable mentoring opportunities for our staff and students.

#### What we'll do

- Develop opportunities for our graduate researchers to visit and work with international partners through collaborative and joint PhD programs
- Facilitate co-supervision of our graduate research candidates by talented researchers based overseas
- Establish competitive recruitment programs to attract leading international research visitors to La Trobe

## Globally Enabled Students Goal and Target

### GOAL

Our students will be globally diverse citizens who are capable and confident to engage over multiple cultures and contexts.

### 2022 TARGET

1. With a particular focus on the Asia Pacific, 30 per cent of our students will engage in an overseas study experience, and/or an Indigenous domestic mobility experience.
2. We'll be rated in the top quartile in student experience within the Innovative Research Universities Network (IRU) in the areas of language support, employability, careers advice, work experience and host culture as measured by the International Student Barometer.



## 2. Operational Excellence



To establish operational excellence, globalisation must be a collective, University-wide effort. Put simply, globalisation is something that all members of the La Trobe community are accountable and responsible for. This will require a shift in the way all La Trobe staff think about globalisation in the context of our learning and teaching, research, partnerships, student mobility and staff and student recruitment practices.

To achieve this shift in organisational thinking, we're committed to supporting all staff through initiatives that promote our cultural values, as well as systems that make it easier for cross-cultural communication and engagement across the University.

### 2.1 Culturally safe and diverse workforce

For La Trobe to become a global partner of choice, increase our international reputation and produce outward-looking graduates, it's crucial that we attract and retain staff who reflect the cultural diversity of our international and domestic student cohorts. Research shows that diversity of staff that is reflective of the diversity of students enhances student outcomes – essentially, the ability for students to see 'a teacher like me.'

In addition to diversifying our workforce, we'll extend concepts of globalisation into our curriculum, our research, our campuses and most importantly our perspectives. We'll also ensure La Trobe is an environment in which staff and students feel spiritually, socially and emotionally safe – safe in their identity, valued for their contribution, and sensitive to the shared experience of working, living and learning together in a globalised way.

#### What we'll do

- Attract and retain global talent and culturally capable, safe and diverse staff and facilitate their engagement with the La Trobe community
- Implement a graduate employment scheme to employ past international students
- Monitor workforce diversity and, through socially inclusive and diverse recruitment and hiring processes, ensure our staff diversity profile reflects our student diversity profile
- Ensure our recruitment processes are global in scope and reach



## 2.2 Supported and connected University

To become a leader in international education, and a centre of excellence and innovation for research and global engagement, globalisation must be recognised as the responsibility of every La Trobe staff member. It's vital that our workforce as a whole, across every division and portfolio, is focused on being culturally responsive.

As part of this collective approach, we must work together to implement processes that help build an inclusive and diverse campus environment. Primarily, processes that enable collaboration, improve information flows across the University, and incentivise cross-cultural communication between staff of different cultural backgrounds, between domestic and international students, and between staff and students. We're committed to supporting our staff members to develop a global mindset and will reward those who go above and beyond to champion globalisation.

### What we'll do

- Continue to conduct regular consultation sessions for all staff to explore opportunities for more effective collaboration across the University
- Support academics and professional staff who undertake projects and activities that contribute to the goals of the Globalisation Plan
- Develop and pilot an online cultural competency module for staff

- » Advancing international enrolments will benefit our domestic students, staff and local communities by extending day-to-day opportunities for cross-cultural exchange.



### 2.3 Increase and diversify our international student cohort

To build and sustain an inclusive and culturally diverse environment at La Trobe, we must continue to increase and diversify our international student population. Growing international student enrolments will also help us generate revenue to invest sufficiently in our teaching, research, engagement and infrastructure, in order to become a university that's globally recognised for our research excellence. In addition, advancing international enrolments will benefit our domestic students, staff and local communities by extending day-to-day opportunities for cross-cultural exchange.

Critically, La Trobe's future international student recruitment relies on the current cohort of students having an outstanding student experience and excellent graduate employability. A reputation for high quality teaching, including through rankings, and for having excellent graduate outcomes are key factors in how international students choose a university in Australia.

Noting that the top 20 nationalities represented 94 per cent of all students commencing higher education Bachelor and Masters by Coursework degrees in Victoria and New South Wales in 2017 – it's clear that to achieve our ambitious 2022 target, we must focus our effort. We'll concentrate our international student recruitment activities on regions that provide sustainable revenue margins, while diversifying through smaller markets. We'll also continue to recruit across all study modes – online, onshore, offshore, third party arrangements, transnational education and articulation programs.

#### What we'll do

- Develop excellent and sustainable relationships with our partners, education institutions and relevant industries to increase our presence in the priority regions of Greater China, South Asia, South-East Asia and onshore Australia
- Prioritise and sustain our presence in regions where we've already established good relationships, such as the Middle East, Africa, Europe and the Americas
- Provide an outstanding experience for our students, their parents and our education partners and become a university of choice in our target regions
- Identify and develop new and emerging opportunities for, and seek innovative ways to disrupt traditional approaches to, program development, transnational opportunities and student recruitment potential
- Promote the quality and impact of our research to the global community
- Grow our scholarship offerings to attract talented international students to our graduate research courses





## 2.4 International systems and business processes

Our systems and processes affect the way our staff feel about their work, the reputation of La Trobe and, most importantly, the student experience. To achieve a University-wide approach to internationalisation, we have to ensure our systems and business processes are effective and offer a high level of integration and connectedness. An ideal system would optimise user experience for our diverse users, help us manage global complexity and give everyone the best chance to succeed in whatever task or transaction they're making.

### What we'll do

- Update and introduce new digital infrastructure that will enable streamlined international processes to create an outstanding international experience for our students
- Refine, streamline and improve our business processes based on consultation with the people who use them daily

## Operational Excellence Goal and Target

### GOAL

To position La Trobe as the Australian University of Choice for high quality students and staff who recognise the value and importance of being a part of a globally focused institution.

### 2022 TARGET

1. We'll have the fastest application turnaround time of any university, nationally.
2. Across all international modes of delivery (onshore, offshore and third party teaching) we'll have a compound annual growth rate for international revenue of 12 per cent.
3. 100 per cent of our staff will have undertaken the online cross-cultural communication learning module by 2022.



### 3. Global Partner of Choice

La Trobe's *Strategic Plan 2018-22* has set an ambitious target to double partnership revenue from research and education within five years. To meet this goal, and to become recognised as the global partner of choice, we must identify, develop and nurture excellent global partnerships in research, recruitment, student mobility and teaching and learning. In understanding our global partnerships, it is clear that most collaboration is focused in one of these four areas, and in some cases can develop beyond a single activity type.

We recognise and encourage global engagement by all staff, and especially collaborations by individual research staff within their own fields of expertise, which contribute to the reputation and ranking of the University. Beyond research, we recognise that engaging globally enhances the teaching and learning outcomes of the University and the experience of our students. To achieve the full potential of our existing relationships and to focus effort where needed, we now need to develop a framework that identifies how we engage with new and existing global partners to support the strategic goals of the University.

#### 3.1 Global Partner of Choice framework

Each global partnership we undertake must have the capacity to deliver outcomes in one or more of the following areas: research, recruitment, mobility and teaching and learning. We will develop and implement a Global Partner of Choice framework that's aligned to the existing University's 'Unrivalled Partner of Choice' framework.

Our framework will define the strategy and processes for maintaining and seeking new partnerships aligned to our University goals. It will also provide guidance on how to strengthen existing connections through multidisciplinary and cross-division collaboration, so as to maximise the benefits for the University as a whole.

##### What we'll do

- Develop and implement a framework to monitor and assess the quality, scope and impact of global partnerships

#### 3.2 International research collaborations

La Trobe has a proud record of globally recognised excellence in many of our disciplines. Through our people, and the research outputs they generate, we're judged positively in a wide range of international university rankings. However, to achieve our goal to be in the top 250 in ARWU and top 200 in the QS and THE rankings (see *Strategic Plan 2018-22*, 'Research Excellence'), we must significantly increase international collaboration to widen our sources of support, extend the impact of our research and broaden our base of global research talent.

We know that students – and particularly international students – use global university rankings in deciding where to study. We must aspire to be seen as an excellent and influential research partner, and become internationally recognised for our ability to deliver expert and impactful outcomes, both with and for our research partners.



As such, it's critical that we act strategically when developing international partnerships and engaging with global industry. International research collaboration should aim to do one or both of the following:

- In order to support the goal of improved global rankings, increase the impact and volume of international research collaborations that generate high levels of co-authored publications and international recognition
- Improve the La Trobe brand and reputation through the impact and volume of international research collaborations in high priority recruitment countries and regions
- Nurture and develop La Trobe Asia as the primary university-wide contact point and driver of our strategic engagement with Asia
- Work with La Trobe Asia to ensure that engagement with Asia informs our research and our teaching and that La Trobe is recognised for its research excellence in the study of contemporary Asia

#### What we'll do

- Incentivise investigator-driven global collaborations via mechanisms such as internationalisation of the publication award scheme
- Identify and develop international research partnerships through joint PhDs, research collaboration and staff/student exchange
- Develop an ongoing collaborative research presence in India and China
- Establish a Global Research Academy to facilitate, coordinate and promote our network of international research partnerships
- Develop a graduate research partnership framework and streamlined procedures, so we can be responsive in establishing new agreements
- Globalise our industry engagement by identifying and developing global industry partners and PhDs with an industry focus

**'To answer the major questions of our time, collaborating with overseas researchers is essential. I'm working with Zhejiang University to study plant nutrition and Beijing's Chinese Agricultural University to investigate seed biology. Together, we're solving food security through diverse, multidisciplinary teams.'**

#### Jim Whelan

Professor, Plant Science at AgriBio,  
La Trobe's Centre for Agricultural Bioscience



- » Our online and global partnerships in teaching and learning help us deliver programs worldwide to students we may not otherwise reach.



### 3.3 Strategic recruitment partnerships

Just as the ongoing success of La Trobe's international research partnerships demands we broaden our global engagement, so too must we develop sustainable student recruitment by working with a broader array of international recruitment partners.

To avoid dependence on particular international student markets, we need to attract students from diverse backgrounds and ensure that our intake of international students is geographically balanced. Doing so will help protect us from market changes affecting the demand for international study in any given place.

To achieve this, we must improve and expand our connections with international student recruitment agents and develop strategic institutional relationships with like-minded partners, who will help us attract new cohorts of students to La Trobe.

#### What we'll do

- Strengthen our relationships with key agents, government bodies, and institutional and industry partners to enhance engagement with prospective students and parents, local education institutions and employers
- Work closely with pathway providers to develop partnerships that facilitate future student recruitment

### 3.4 Teaching and learning partnerships

Our online and global partnerships in teaching and learning help us deliver programs worldwide to students we may not otherwise reach. Our global partnerships with educational providers and international universities and networks improve the student experience, provide valuable career opportunities and contribute to innovation in both teaching and research. To build on our successes in this area, we must widen the number of high quality partners who share similar values, strategies and vision to that of La Trobe University.

#### What we'll do

- Grow existing partnerships, or develop new third party partnerships, in order to double the number of students enrolled in high priority recruitment countries or regions





'We've been proud partners with La Trobe University for three years. They offer biomedical and pharmaceutical science degrees to students in Asia, and recently consulted on the design of new laboratories for our purpose-built STEM campus. As partners, we inspire students to graduate as globally engaged, culturally fluent lifelong learners.'

**Derrick Chang**

CEO, PSB Academy  
Singapore



## Global Partner of Choice Goal and Target

### GOAL

We will be recognised as the 'Global Partner of Choice' by developing and nurturing our research, recruitment, mobility and teaching partnerships.

### 2022 TARGET

1. As measured by Web of Science data on joint publications with international co-authors and normalised citations, we'll increase output from India and China with both ranked in the top 10 by volume of activity by 2022.
2. We'll significantly increase the number of students who progress to La Trobe via educational partnerships.
3. We'll improve the quality and reach of our international research by developing an International Research Plan by the end of 2018, and implement the plan by the end of 2022.

## 4. One University, Many Communities

La Trobe is a network of global physical and digital communities connected by our values and commitment to providing an outstanding educational experience to over 38,000 globally enabled students. Together, our onshore, offshore and online networks make up our 'One University, Many Communities' configuration.

As an institution that aims to grow our brand globally, we must start to shift the way we see our campuses and the way students engage with us to learn. We must recognise that each one of our campuses, our offshore programs and our growing digital community are connected by our cultural qualities and driven by our desire to provide an outstanding student experience.

### 4.1 Our multi-campus network – onshore

La Trobe has campuses in Melbourne's CBD (Collins Street), Bundoora, Bendigo, Shepparton, Albury-Wodonga, Mildura and Sydney. Our comprehensive campus network allows us to reach a broad range of communities and socio-economic groups and promote wider participation in higher education. Each campus is a unique expression of place, people, history and local partnerships and plays a vital role in the social, cultural and economic life of its community. It's important that our international students feel encouraged and supported to visit multiple La Trobe campuses to experience the culturally diverse attributes that each one has to offer.

#### What we'll do

- Support our workforce to better understand cross-cultural communication and facilitate globalisation knowledge sharing sessions, in order to unite our University campuses and deliver a consistently outstanding student experience
- Work with other educational providers and local government and councils to ensure there is an international student information portal for each of our Australian campuses
- Provide support to each campus network to develop partnerships with local institutions, with the aim of creating stronger employment pathways for international students
- Maintain La Trobe International's engagement and presence at each campus, in order to help globalise our multi-campus network
- Promote and support Indigenous cultural experiences and place-based subjects at each one of our campuses





## Melbourne Campus

### 26 000+ students

La Trobe's Melbourne Campus is surrounded by bushland. Students from across the world take advantage of state-of-the-art facilities, including our new Donald Whitehead Building, the La Trobe Institute for Molecular Science and our very own Wildlife Sanctuary.



## City Campus

### 800+ students

Our recently expanded City Campus offers postgraduate courses in business, health and law, as well as our suite of cybersecurity degrees. Its modern facilities and state-of-the-art resources provide a prestige Melbourne city venue for staff and students.



## Bendigo Campus

### 5 000+ students

Located in one of Victoria's fastest growing regional cities, our Bendigo Campus offers a full suite of courses, including allied health, dentistry, law and engineering. La Trobe has connections to council, local business and arts organisations, and our graduates enjoy a 94 per cent employment rate.



## Mildura Campus

### 500+ students

Our Mildura Campus has strong ties to the local community through industry partnerships and offers a personalised learning experience. Our graduates make up the majority of local nurses, teachers, social workers and business professionals, with many alumni serving as local CEOs and senior leaders.



## Shepparton Campus

### 800+ students

Our campus is a community hub where the city's schools, community groups and festivals unite. The growing campus is equipped with excellent teaching, study and communal spaces, including a Clinical Learning Unit with advanced teaching technologies.



## Sydney Campus

### 900+ students

Our new A\$10 million campus is located in the centre of Sydney, next to beautiful Hyde Park. The Sydney Campus educates undergraduate and postgraduate students from more than 20 countries.



## Albury-Wodonga Campus

### 800+ students

The beautiful, tree-lined campus is home to two of Australia's leading regional research centres, which focus on ageing in regional communities, and water science and policy of the Murray-Darling basin. Here, undergraduate students work alongside Honours and research students on local issues.

- » Enabling international students to study an Australian degree from their home countries is an emerging and exciting space for La Trobe.



#### 4.2 Third party programs – offshore

Third party programs enable La Trobe to deliver our programs to students in China, India, Vietnam, Singapore and France. Over the past five years, we've had great success working with our international third party program providers to expand our reach and brand globally. As part of building a culturally diverse and inclusive environment, and in order to offer these students an outstanding educational experience, we must recognise these communities as a part of the La Trobe network – or, more simply, as business as usual.

##### What we'll do

- Increase the number of third party providers we work with, in order to deliver our programs to a wider and more diverse group of students

#### 4.3 La Trobe online

Enabling international students to study an Australian degree from their home countries is an emerging and exciting space for La Trobe – one that allows for growth and opportunity through new partnerships and providers. Over the next five years, we'll expand the programs we offer to international students studying programs fully online in their home countries.

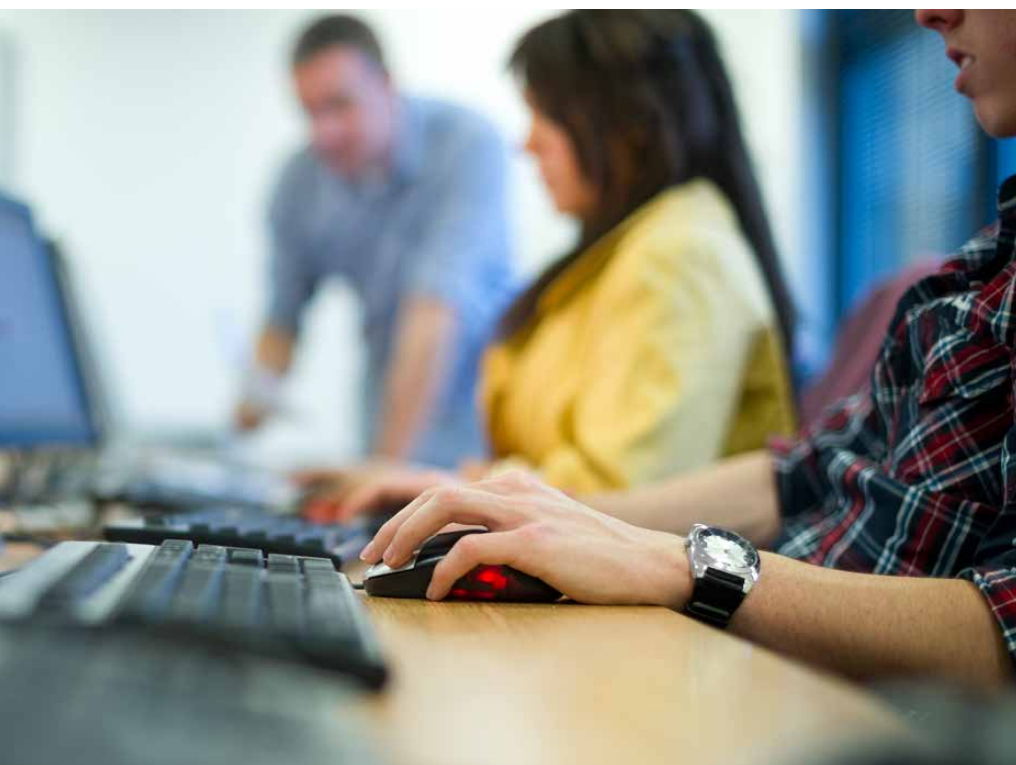
##### What we'll do

- Continue to develop capacity to deliver online programs to students unable to travel to Australia to undertake a La Trobe degree

#### 4.4 Our global research community

As our global research network grows, so our researchers, graduate research candidates and supervisors will be increasingly based overseas. In so far as practical, all members of our research community should be afforded comparable experience and professional development opportunities.





### What we'll do

- Using new digital infrastructure and online platforms, we'll provide graduate researchers with research education and development programs, as well as streamlined candidature management, wherever they are in the world
- Promote an outstanding research culture, and optimise graduate researchers' experience and wellbeing, by delivering remote supervision training programs throughout our research partnership network
- Ensure staff and students at all campuses have opportunities to engage with international research visitors

## One University, Many Communities Goal and Target

### GOAL

For all students across the La Trobe network to experience the same high-quality education and outstanding student experience, no matter what their mode of study.

### 2022 TARGET

1. Comparable outcomes for onshore, offshore and online students from the Student Experience Survey and the Post Graduate Research Experience Questionnaire.







**Disclaimer:** Every effort has been made to ensure the information contained in this publication is accurate and current at the date of printing.

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