



THE UNIVERSITY OF
MELBOURNE

International Strategy 2017 – 2020

Growing Esteem Internationally



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ASIAN CENTRE[®]

A global university *in* and *of* Melbourne

The University of Melbourne was established in Melbourne in 1853 as one of the new colony's key civic institutions.

Ever since, it has been an institution *in* and *of* Melbourne. With a strongly developed sense of place, the University has served the needs of its evolving local community through excellence in education, research and engagement.

It has also been an institution with a global outlook and growing global reach. Among the University's first Professors were graduates of the great British universities. Representatives from New Zealand, the United Kingdom, Germany, Russia and Japan attended the University's fiftieth jubilee celebrations in 1905. In the 1950s, the University started welcoming students from across Southeast Asia under the original Colombo Plan, building multi-generational links between Melbourne and the region. The University's scholars and students led opposition to the White Australia Policy.

Today, its scholars and students carry out research that is underpinned by international collaborations and addresses global challenges. It remains deeply committed to the value of a campus experience, but it also delivers best-in-class online education for students worldwide. More than 20,000 international students receive a world-class education at the University, and nearly 20% of our undergraduates study abroad during their degree.

The University continues to deliver significant public value to local communities while it seeks opportunities to extend its impact across national borders. The University contributes to the capacity and well-being of international communities and institutions through collaborative research, teaching and engagement. It engages in public debate around the world. As an increasingly international institution, the University measures its performance against global standards.

With these elements of the University's history, character and commitments in mind, this strategy articulates a set of international priorities for the University, elaborating on the international elements of the University's overarching strategy, *Growing Esteem 2015–2020*.

It is underpinned by two key drivers.

The first is that the notion of being global is at the heart of the University's identity and an integral part of its character. The University is a place where students and faculty gather from around the globe to learn, debate and connect. The University welcomes all those keen to acquire and share knowledge.

We engage in continuous academic exchanges with colleagues around the world. In our international activities, as in all our activities, we value diversity, respect difference and prize reasoning, facts, knowledge, inquiry and academic freedom of expression. Global thinking is an expression of who we are and what we value as a public-spirited university, committed to advancing the frontiers of knowledge and contributing to human, social and environmental welfare. This strategy therefore commits the University to actions that will ensure that its global character is embedded and expressed ever more deeply in all domains of institutional activity.



Principal commitments

Research & Enterprise	Enhance high-impact international collaboration through targeted support
Teaching & Learning	Deliver an internationalised curriculum and student experience
Engagement	Support the global reach of the University's engagement commitments
Students	Maintain a high quality and diverse international student profile
Staff	Ensure that the University is inclusive and diverse and an institution of choice for world-leading scholars
Partnerships	Strengthen existing international institutional relationships and develop a targeted suite of new partnerships

The second driver is the need for higher education institutions such as the University to address the implications of Asia's continued rise as a centre of economic and geopolitical influence. This shift to an increasingly multipolar world will affect what it is to be a global university in the twenty-first century. Our collaborations with North American and European partners are indisputably central to our research performance. They will remain so for many years. Even as these partners respond to global trends, and their own regional dynamics, the University must ensure it achieves an appropriately balanced portfolio of globally-engaged and regionally-significant education, research and enterprise partnerships. To achieve this, we must also deepen our long-term engagement with leading higher education institutions, research organisations and agencies in the Asian region.

Already, we are profoundly connected with the rising Asian economies through our international student cohort. Our research links and institutional partnerships are significant and growing, and we are well known and respected for our education, research and social impact in the region.

But we can do more to contribute to a better understanding of the many emerging and shared challenges that it faces, to prepare students for those challenges and to build relationships with institutional, industry and government partners and alumni that will underpin long-term collaboration and impact in coming decades.

This strategy provides a framework for focused action around these two fundamental ideas. Building on *Growing Esteem 2015–2020*, as well as the University's *Sustainability Plan 2017–2020*, *Research at Melbourne: Ensuring Excellence and Impact to 2025* and *Engagement at Melbourne 2015–2020*, it articulates six principal commitments, each with its own strategic directions and actions, that are critical to achieving our international aspirations.

The strategy has been developed through a consultative, institution-wide process. Achieving the vision set out in this strategy will require similar concerted and collaborative action across our divisions and portfolios, motivated by a sense of common purpose and commitment to international engagement.

An accompanying implementation and monitoring framework will provide direction and accountability.

Ultimately, we will know if we are successful if, through the life of this strategy, we can embed a thoroughly international outlook at the heart of the University's education, research and engagement, and if the University is the Australian institution of choice for the world's most talented students, scholars, innovators and thought-leaders.

Growing Esteem...

The University of Melbourne is committed to being one of the finest universities in the world by providing current and future generations with education and research equal to the best in the world.

Asia's continued rise: a regional trend with global implications

This strategy will help shape the work of the University in a dynamic international environment — dynamism that is clearest in our own region.

Growth in the countries of the Asian region, although slower today than in recent years, is predicted to remain strong, sustained by domestic demand for goods and services, low commodity prices, rising income levels and a rising middle class.

By 2050, China, India and Indonesia are predicted to be three of the world's largest economies (in purchasing power parity terms), representing a radical shift in global economic power. While this growth has been driven largely by China's rapid economic rise, as China's growth slows and normalises, future regional growth is expected to be fuelled by dynamic economies in ASEAN, such as the Philippines, Indonesia and Vietnam and the South Asian region. In order to sustain growth and ensure that its benefits are shared equitably by their peoples, many developing Asian nations

are prioritising investments in education, infrastructure, environment and health and working to secure their nation's place in a global innovation-led economy.

Higher education institutions in Asia are among the fastest rising in global rankings. Some are joining the global elite: in 2016, both Peking University and Tsinghua University ranked in or close to the top 50 universities in the world across all the major global rankings. As in other countries across the region, there are increasing opportunities for local students to study at world-class institutions in China, challenging the established patterns of students travelling abroad, to Australia and other developed economies, for higher education. India's world class IITs produce leading research in STEM fields and are consistently recognised for their research excellence, yet they cannot meet the nation's growing demand for accessible undergraduate education. Many of the world's top-ranked universities have established or are considering presences or joint programs in these two countries.

Indonesia is the world's fourth most populous nation and tenth largest economy. By 2050, it is predicted to be the fourth largest economy.

The International Monetary Fund (IMF) predicts that, providing it continues to undertake domestic economic reform, Indonesia will continue to experience robust economic growth. Indonesia's proximity to Australia makes the Australia-Indonesia strategic relationship one of key importance.

Australia's proximity to Asia, and the University's long history of research and educational engagement with countries in the region, present us with significant opportunities and points of differentiation from other top global institutions. Universities will play a key role in the region's rise and in Australia's ongoing engagement by training the talented graduates who will drive regional development; by equipping them with an appreciation of the region and its global context; by building collaborative and capacity-enhancing relationships with leading Asian institutions; by supporting innovation-led industry links and by providing strong foundations for Australia's people-to-people links with the region.



Research & Enterprise

Enhance high-impact international collaboration through targeted support

The University benefits significantly from collaborations with leading research institutions across the world. Driven by our researchers and graduate students, these links contribute not only to the University's research output, but also to the quality and impact of its research.

Historically, the University's research collaborations have been strongest with institutions in North America and the UK—patterns of collaboration that will, no doubt, continue into the future. Through the *Research at Melbourne* strategy, launched in 2012, the University has embarked on broadening and deepening our links with leading institutions in Germany, China and India as well as in Brazil and Chile.

In 2015, the University established an office in Germany to represent the University's research interests and facilitate new opportunities for collaboration with Europe's best research organisations.

The dynamic growth occurring in the Asian region also continues to have significant implications for Australia. By 2016, China overtook the US as home to the highest number of researchers in the world—its research community now accounts for over 19% of the world's total researcher population. As a result, the University's bilateral research publications with China have doubled since 2012 making it the third most common source of bilateral publications behind the USA and UK.

The University is also more deeply engaged with the Indian research system, and in particular with the top Indian Institutes of Technology and the Indian Institute of Science, which are among the most selective institutions in the world and recognised as global research powerhouses.

Existing ties with the United Kingdom, Europe and the United States will need to accommodate Australia's shifting geographical and political outlook. The University should invest more in Asia-related research and collaboration, in particular where there is potential for significant social impact and where there is potential to enhance the capacity of partners in developing economies. Therefore, as articulated in *Growing Esteem*, the University will continue to pursue joint international research initiatives, including joint research centres, where these provide opportunities to strengthen research capacity, quality and impact in countries in the Asian region and in other priority countries and regions globally.

To achieve this objective, we will:

- Continue to support collaborations with the world's best research organisations that share our commitment to high-quality joint research and research training activities
- Foster collaborations with industry partners that help transform our ideas and practices into new technologies and innovations with global impact and application
- Develop high-quality and high-impact research relevant to countries in the Asian region that addresses the University's Research Grand Challenges

Growing Esteem...

"Faculties will remain international leaders and at the forefront of partnerships with overseas research institutions, governments, and the not-for-profit and for-profit sectors."

"The University will establish international joint research centres. These will improve access for Melbourne researchers, research higher degree candidates and postdoctoral fellows to international disciplinary expertise and infrastructure, as well as advancing the University's international profile. Such joint research centres will provide a platform for greater involvement by a broader range of industry partners and therefore opportunities for additional collaborative or contract research. They may be matched by an enhanced presence on campus or nearby in Melbourne for our international university partners."

Research at Melbourne...

"We will put in place a process to give Asia-related research at Melbourne a much greater profile through coherence and leadership. In particular, we will seek to develop research relevant to the accelerated modernisation of much of Asia, as well as specialist capabilities in Asian language, culture and history. In this regard, we recognise that much of our existing research in areas such as business, urban futures, energy and resource management is as relevant to Asia as it is to anywhere in the world. Hence, we will seek to embed an Asian dimension in relevant research that already cuts across many areas within the University at the same time as profiling the more specialist Asian research activities."

Growing Esteem...

"Recognising that effective collaboration transcends national borders, the University will increase both the number and value of its national and international industry collaborations, with some emphasis on China, Germany, India and Latin America."

Teaching & Learning

Deliver an internationalised curriculum and student experience

The University attracts talented, high-achieving students from diverse socio-economic and cultural backgrounds. These students bring high expectations for achieving personal and academic growth over the course of their study, and the University is committed to delivering a world-class education that enables them, as our graduates, to thrive in dynamic, globalised environments.

Australia boasts one of the most internationalised higher education systems in the world. The diversity of the student cohort is itself a potent educational resource. In an increasingly globalised employment market, employers seek out graduates who have an appreciation of other cultures—graduates who are not only multi-lingual, but also culturally agile. The University seeks to equip all its students with these skills through curriculum, opportunities to study abroad and, importantly, a transformative student experience within one of the world's largest and most diverse international student communities.

We will strive to ensure that the Melbourne experience delivers on students' expectations and enables them to develop these critical attributes. We will continue to innovate in curriculum and pedagogy that develop global capabilities, including through language education and exploring the potential for bilingual educational experiences. Through current partnerships, strategic alliances and the nimbleness to explore and implement new opportunities, the University will ensure that students have access to high-quality, international learning experiences and that staff engage with global networks to enrich the classroom and broader educational experience.

To achieve this objective, we will:

- Provide support and opportunities for students from all cultures and backgrounds to contribute to and participate successfully in the educational, cultural and social life of the University
- Ensure that students have the opportunity to attain Melbourne Graduate Attributes including engaging with contemporary global issues and developing an appreciation of the Asian region
- Realise the vision of *Growing Esteem* for continued growth in the proportion of students undertaking an international mobility experience.

Graduate Attributes...

"The University of Melbourne educational experience prepares well-rounded graduates who are academically outstanding, practically grounded and socially responsible. Melbourne's graduates are distinguished by their broad outlook and openness to different perspectives... The University's graduates... are attuned to social and cultural diversity...Melbourne graduates have engaged with contemporary local, national and global issues and developed an appreciation of the Asian region."

The **Australian-German Climate and Energy College** is a world-class research hub located at the University of Melbourne, in partnership with leading German research institutions. The College conducts climate and energy systems research in an interdisciplinary environment, advancing knowledge and informing responses to the complex challenges of climate change.



Engagement

Support the global reach of the University's engagement commitments

We are a *globally* engaged university—our commitments to public value, engaged students and engaged research include an international dimension. The University's international outlook is reflected already in many of its institutes and programs, which specialise in connecting the University with non-academic partners abroad and local diasporas. Yet we can do more to ensure that the University's research and education has impact in communities where it is most needed and that we effectively communicate its quality, impact and relevance to global audiences.

A successful global engagement and communications strategy will help ensure that the University is the collaborator of choice for the best researchers, a destination of choice for the best students, and a partner of choice for cutting-edge industry. It will also help ensure that our alumni community is engaged and connected, and that the University understands and is capable of engaging effectively with the research and education environment of those countries with which it seeks to collaborate.

In order to enable effective engagement, the University must build on its existing offshore representation to develop stronger connections with, and deeper understanding of, the peoples, institutions and industries of the countries where it works. And through executive and professional continuing education, the University will develop custom teaching programs that enhance its engagement with professional and industry groups.

To achieve this objective, we will:

- Embed an explicit international dimension in our engagement commitments—delivering public value, engaged students and engaged research—particularly in the Asian region
- Develop targeted opportunities for more substantive engagement between our researchers and students and our global alumni network, contributing towards our target to engage 100,000 alumni in the life of the University by 2021

- Support our academic community, alumni and the wider public to understand and participate in global conversations through our network of internationally-focused institutes and initiatives, including Asialink, the Australia India Institute, and the Nossal Institute for Global Health

Growing Esteem...

"Now, more than ever, a great university is global in impact and influence. Global impact is not just about international student populations or campus presence. It goes to the reach of ideas, and the development of graduates who can be a 'citizen of the world'; that great aspiration of Erasmus. Global impact goes to the capacity to engage on an international scale with universities, governments and industry, and to partner with them in the delivery of world-class education and research."



In partnership with Fudan University in China, University of Melbourne researchers, are moving closer to the development of a vaccine that can protect against all new influenza viruses, with a **universal flu shot**. The international collaboration has brought together immunological expertise in Melbourne and clinical knowledge in Shanghai to produce a study of much higher impact than could be achieved individually.

Students

Maintain a high quality and diverse international student profile

International education promotes the sharing of knowledge and develops long-lasting relationships between Australia and the global community. The benefits of a high-quality, culturally diverse and inclusive student cohort extend not just to students, but also to the global character of the University and to the cultural vibrancy of our society.

Since the introduction of the Melbourne curriculum reforms in 2008, the University's student profile has evolved through purposeful load and recruitment strategies. We now have similar numbers of undergraduates and graduate coursework students. Demand from international students for Australia's highest ranked University (THE and ARWU rankings) continues to increase, although not evenly across all source countries. It is timely to build on our successes and standing to minimise our exposure to risk, enable sustainable growth from a broader range of countries and ensure a vibrant, culturally diverse classroom.

We will achieve a sustainable student profile through proactive, data-led, market-specific recruitment targets and plans and focussed audience and partner engagement. We will increase the percentage of students enrolling at Melbourne from nations where market data and comparators' performance suggest that there is room for growth. Our approach will include strong collaboration with international business and institutional partners to establish new robust recruitment channels. With a particular focus on attracting the most talented students, internally - and externally-funded entry-scholarships and sponsorships will support recruitment in growth markets.

To achieve this objective, we will:

- Develop a strategic international student recruitment plan through a targeted, data-driven approach to market planning and resource allocation
- Offer more entry-scholarships to attract and support talented students through strategic partnerships and pathways to support the outcomes of the Strategic Recruitment Plan
- Strengthen collaboration with international institutional partners and industry partners in market to consolidate new student pathways and cohorts and to enhance post-study employment opportunities.

Growing Esteem...

"Over the next five years ... we will grow student and academic staff numbers in a considered and targeted fashion, focusing on particular graduate cohorts in particular disciplines, such as Science and Engineering."



The **Melbourne-India Postgraduate Program** provides researchers from India's best research institutes, the opportunity to work under the joint supervision of leading academics from the University of Melbourne. The program provides students with access to research facilities and expertise at both institutions, as well as the opportunity to contribute to the development of educational, cultural and industry links between both countries.

Staff

Ensure that the University is inclusive and diverse and an institution of choice for world-leading scholars

The University is committed to providing a working environment that embraces diversity and is inclusive of difference. This commitment is at the heart of our identity as a global institution; it is also essential to attracting and retaining the world's best scholars.

Our success depends on our effective engagement with people from different cultural backgrounds and in international settings. The University must identify and nurture the distinctive individual and organisational capabilities necessary to interact effectively globally. We must also ensure that our systems and processes support the distinctive needs of our visitors and internationally-recruited staff.

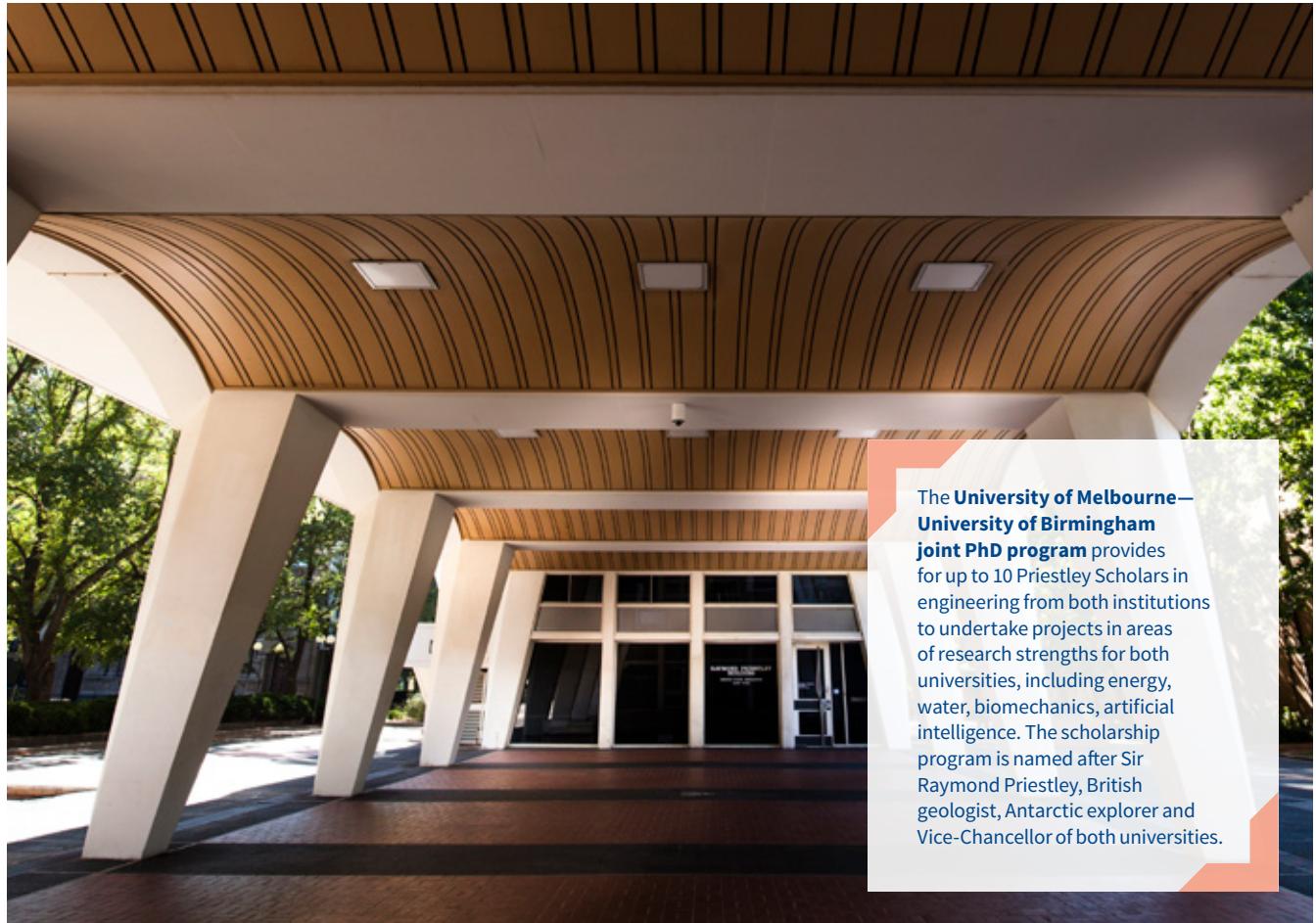
To achieve this objective, we will:

- Build an inclusive organisational culture that supports and values diversity and international engagement
- Increase the diversity of the workforce, including leadership, to meet the strategic goals of a globally-engaged university

Growing Esteem...

"We will optimise the benefits of diversity, recognising existing achievements and purposefully harnessing diversity to enhance learning and teaching, research and engagement activity across the University. This will help attract the best students and staff, regardless of background, enriching our shared experience with myriad perspectives."

"[We will] increase the international diversity of our staff profile, and encourage international staff ... mobility."



The University of Melbourne—University of Birmingham joint PhD program provides for up to 10 Priestley Scholars in engineering from both institutions to undertake projects in areas of research strengths for both universities, including energy, water, biomechanics, artificial intelligence. The scholarship program is named after Sir Raymond Priestley, British geologist, Antarctic explorer and Vice-Chancellor of both universities.

Partnerships

Strengthen existing international institutional relationships and develop a targeted suite of new partnerships

Growing Esteem commits the University to strengthening its links with partners around the globe. Our researchers work with international counterparts to address the grand challenges of our time, building relationships and sharing knowledge that is then shaped and informed by their partners in a cycle of collaboration.

These individual connections with researchers and research institutions around the world are fundamental to the work of the University. They form the foundation for institutional and business partnerships and support the growth of deep, long-term relationships - at department, school, academic division and university level. They underpin research collaboration and opportunities for students, including mobility and joint or dual degrees. Multi-stranded relationships with key partners promote efficiency, scale and resilience and reinforce the individual strands of an institutional relationship. Partnerships with leading institutions and businesses advance the University's visibility and networks in the countries where we seek to engage and are an essential component of our most significant offshore educational or research presences.

Partnerships also provide focus for capacity-building and high-impact engagement, particularly in countries where the higher education system is developing rapidly. We will identify and develop key partnerships based on their capacity to contribute to *Growing Esteem* priorities, building on relationships where there is a critical mass of existing activity and potential for excellence, scale and impact. Partnerships are long-term commitments, but we recognise that the short- to medium-term focus of some partnerships will be on building capacity for long-term collaboration.

To achieve this objective, we will:

- Continue to focus and deepen relationships with existing institutional and business partners, in particular in Europe, North America and the United Kingdom
- Pursue a focused set of University-level partnerships with top institutions in China, India and Indonesia, ensuring that the University is well-positioned for enduring collaboration, in-country presences and the attraction of talented staff and students
- Build and strengthen academic division-level partnerships in emerging economies and regions to underpin long-term collaborations

Growing Esteem...

"Internationally there is greater emphasis on interdisciplinary research as a means to harness disciplinary strengths for greater societal impact... Collaborations and international partnerships will drive excellent outcomes... Scale and focus... will guide choices about recruitment and new facilities."

"Students need more access to international opportunities, to structured transitions to employment, to internships and other work opportunities."

"Strengthening links with leading universities internationally, through joint research, commercial endeavours and student experiences, will underpin the success of our international engagement."

University of Melbourne plant biologist Dr Alex Johnson and colleagues have created a genetically modified strain of **biofortified rice** that produces grains with significantly more iron and zinc, which has the potential to reduce chronic malnutrition disorders. In partnership with HarvestPlus, field trials of the rice varieties are being conducted with the International Centre for Tropical Agriculture (CIAT) in Colombia and the International Rice Research Institute (IRRI) in the Philippines.











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