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STRATEGIC OPERATIONS: THE AUSTRALIAN MODEL OF INTERNATIONAL HIGHER EDUCATION

John Molony
VP Strategic Planning
QS Quacquarelli Symonds Ltd





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1. THE HISTORICAL PERSPECTIVE

2. THE CURRENT STRATEGIC PARADIGM

3. HOW IT IS OPERATIONALISED



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1. THE **HISTORICAL** PERSPECTIVE

3 PHASES OF INTERNATIONALISATION AT AUSTRALIAN UNIVERSITIES

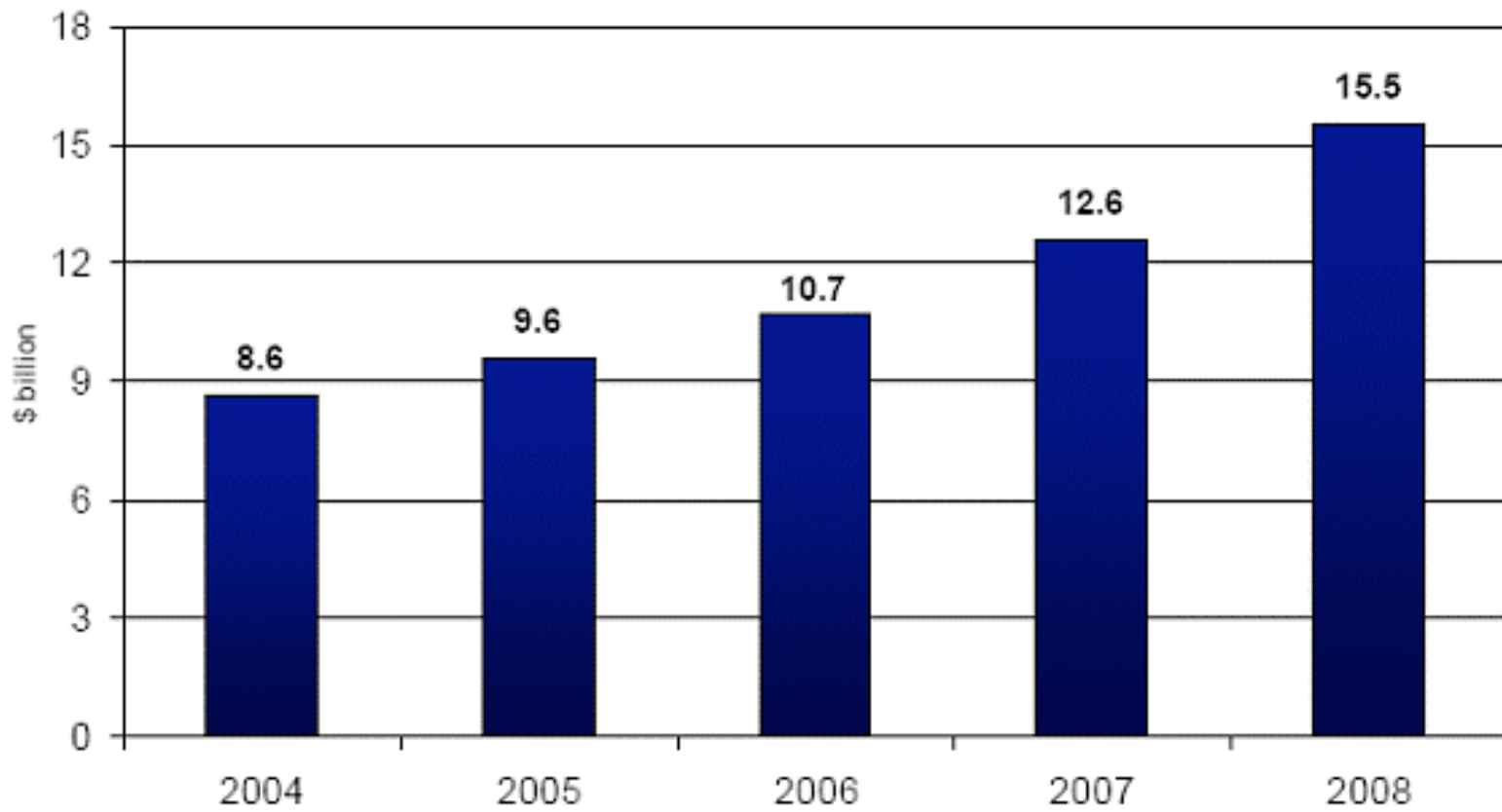
Period	Prime Characteristics	Indicators
Post WW2 – Late 80s Colombo Plan	<ul style="list-style-type: none"> • Aid diplomacy • Asia focus - capacity building • Australian professoriate trained overseas 	<ul style="list-style-type: none"> • Elite students in and out • Mainly for HDR studies • U Syd confers first PhD in 1950
Late 80s – early 00s Post Dawkins Era	<ul style="list-style-type: none"> • Recruitment of fee-paying international students • MOUs with international partners 	<ul style="list-style-type: none"> • Success in international recruitment markets • Opportunistic and entrepreneurial • Largely ad hoc • Student traffic skewed one-way to Australia
00s – Now Integrated Internationalisation	<ul style="list-style-type: none"> • Holistic approach to internationalisation – aid, research, teaching and learning • Seen important to Australia's competitiveness in the global knowledge economy 	<ul style="list-style-type: none"> • Multi-dimensional priority partnerships with select international unis • Internationalisation of the curriculum • Australian students become more mobile • Quality assurance regime moves to the next level • Rankings matter





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Export income from education services, 2004 to 2008





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- International education is the **third largest export industry** behind Coal and Iron Ore
- And the **largest services export industry** ahead of Tourism
- In HE international students grew from **21,000 in 1989** to **270,000 in 2007**

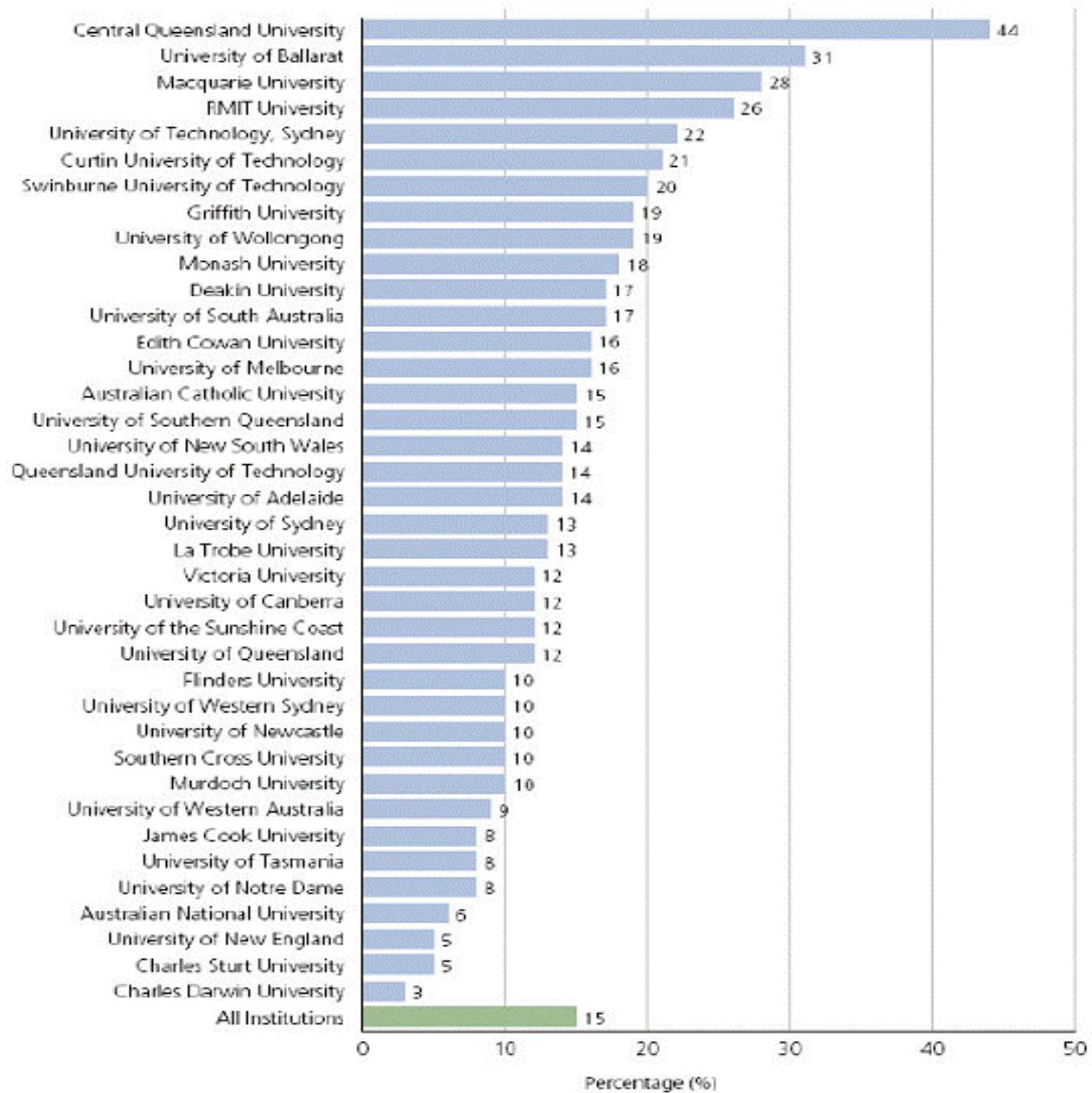


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- In 2008 international students were –
 - 23% of the cohort
 - 15% of income
- International income is now about or above 20% of total income for 12 universities
- That's more than 1/4 of the sector



Overseas student fee revenue of universities as a proportion of total revenues



DEEWR (Finance 2007 - Financial Reports of Higher Education Providers)
in Review of Australian Higher Education: Final Report¹³



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*So universities go around trying to find areas where they can generate surpluses that will **cross-subsidise areas that are not fully funded** (undergraduate teaching & research)*

*The growth in international students has to be seen **as partly driven by that***

Glen Withers

Chief Executive, Universities Australia



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2. THE **CURRENT** STRATEGIC PARADIGM



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DEFINITION

Internationalisation is the process of integrating international, intercultural and global dimensions into the university's mission, teaching, research, community service and delivery of education.

Jane Knight

Ontario Institute for Studies in Education
University of Toronto



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INTERATIONALISATION AT HOME

1. Institutional **framework** for internationalisation
2. Learning and teaching – **internationalisation of the curriculum**
3. Internationalisation of **research**
4. Internationalisation of **staff**
5. International **student support**
6. **Engaging the community** – next phase international student support



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INTERATIONALISATION ABROAD

1. International student **recruitment**
2. **Transnational** education
3. **Research** collaboration
4. Student & Staff **mobility**
5. International **projects**

THE UNIVERSITY OF AUSTRALIA INTERNATIONALISATION MATRIX

	SE ASIA onshore recruitment, support, TNE (MALAYSIA) , exchange, projects	AMERICAS / EUROPE onshore recruitment, support, exchange / Study Abroad	NORTH ASIA onshore recruitment, support, TNE, exchange, projects	AUSTRALIA onshore recruitment, support	SOUTH ASIA onshore recruitment, support, TNE, exchange, projects
<i>Admissions</i>	2	2	2	2	2
<i>Recruitment</i>	2	2	2	2	2
<i>Exchange / study abroad</i>	1	3	2	0	1
<i>TNE</i>	3	0	0	0	2
<i>Student support</i>	3	3	3	3	3
<i>Research & Projects</i>	2	0	2	0	2

Marketing

**Commercial
services**





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3. HOW IT IS OPERATIONALISED



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GOVERNANCE & STRUCTURE

VICE CHANCELLOR

DEPUTY VICE CHANCELLOR
INTERNATIONAL

DIRECTOR
INTERNATIONAL

ADMISSIONS

MARKETING &
RECRUITMENT

STUDENT
SERVICES

INTERNATIONAL
RELATIONS

MOBILITY



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THE UNIVERSITY OF AUSTRALIA

Median figures for the sector can be used to construct a profile for a **'typical' international program & international office**

In 2008 –

- 5,837 international students (23%)
- **Onshore** 3,616 (19%)
- 20% of the **HDR cohort**
- **\$65.5 Mil** income
- 14.4% of the **total income**



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THE UNIVERSITY OF AUSTRALIA

International Staffing –

- 5.1 **marketing** per 1,000 commencing
- 1.3 **enquiry** per 1,000 commencing
- 5.1 **application** per 1,000 commencing
- 0.5 **compliance** per 1,000 enrolled
- 4.5 **student services** per 1,000 enrolled
- 0.8 **mobility** per 100 in and outbound students



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Efficiency of International Office

Application turnaround times -

- 5 days for app **not requiring academic input**
- 10 days for app **requiring academic input**
- 28 days for **HDR app**

Application ratios –

- 78% **apps to offer** (App fee helps!)
- 33% **apps to acceptance**
- 25% **apps to commencement**



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THE UNIVERSITY OF AUSTRALIA

Efficiency of International Office

Commencements –

- 25% of undergraduate apps
- 24% of postgraduate coursework apps
- 24% of HDR apps

- 33% of cohort recruited onshore
- 67% of cohort recruited offshore



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WHAT NOW?

Engaging the community – the next phase of international student support

Greater focus on priority strategic partnerships – focussing resources for greater impact

Shift in government funding will ease the financial imperative and see a shift from greater quantity to greater quality



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THANK YOU

John Molony
VP Strategic Planning
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john@qs.com