



THE UNIVERSITY OF
NOTRE DAME
A U S T R A L I A

International Student and Engagement Strategic Plan

2015 - 2018

The University of Notre Dame Australia

Introduction

The University of Notre Dame Australia (Notre Dame) is now in its third decade of existence as a University and is guided in the next stage of its planning and development by its Objects, its Canonical Statute and the Strategic Plan of the University 2013-2016, as approved by the Board of Directors.

The Objects of the University are:

- a. the provision of university education, within a context of Catholic faith and values; and
- b. the provision of an excellent standard of -
 - i. teaching, scholarship and research;
 - ii. training for the professions; and
 - iii. pastoral care for its students.

Notre Dame aspires to pursue excellence in its academic endeavours and an active and meaningful engagement with the local, national and international community. Notre Dame is, at all times, a University 'in the world' and 'for the world' and aspires to be known as a community leader.

Notre Dame's Strategic Plan 2013-2016

This International Student and Engagement Strategic Plan is guided by the University's *Strategic Plan 2013-2016*, particularly Strategic Goal Three, Active Community Engagement. The development of international linkages and the pursuit of opportunities for the internationalisation of student enrolments are identified in the *Strategic Plan 2013-2016* as key actions in furtherance of this Goal. The University's commitment to its Graduate Outcomes (2.7 of Strategic Goal Two, Excellence in Academic Endeavours) and the provision of an excellent learning environment for every student, requires that a focus is also given to the internationalisation of the student experience and curriculum.

Existing Partnerships and Programs

Notre Dame currently enjoys a number of formal Study Abroad and/or Student Exchange partnerships with Universities and Colleges around the world. These partnerships have been developed primarily with Catholic Institutions, while other program-specific linkages and research collaborations are supported. These formal partnerships have historically centred around the inbound Study Abroad Program and in the first decade of the University's operations, academic programs were significantly influenced by the needs of partner institutions. These early opportunities were critical to Notre Dame's capacity to build its student base and its long-term institutional linkages. Over time, the University's international partnerships have evolved to provide Notre Dame students with opportunities to study overseas on exchange, and in the case of Staff, opportunities for short-term teaching engagements with partner institutions have developed.

International Student and Engagement Strategic Plan

This Strategic Plan sets out priorities for the next period of the University's development and comprises three objectives with strategies proposed to achieve each objective. Means of measuring success are also indicated for each objective.

Notre Dame's goals and targets in relation to its international student profile and international linkages are also influenced by its commitment to strengthening a culture of research, particularly in the focus areas of Indigenous Research, Health, Ethics, Philosophy, Theology and Catholic Education, and target baseload enrolments for international students over the period 2014-2024.

Objective 1: Development of linkages with strategic international partners

The University's commitment to building its research activity and the increased focus on the community engagement of students via the 'In the World, For the World' Program provides the platform on which existing international linkages can be strengthened and new partnerships developed. The Objects of the University underpin the development of strategic international partnerships and inform the identification of new linkages.

Strategies:

- Undertake an audit of all international linkages and consider the quality and significance of each
- Develop an operational plan for identifying strategic international linkages that enhance the international reputation of Notre Dame and which advance the University's research, teaching and community engagement goals
- Continue to develop student exchanges with strategic international partners
- Develop staff exchanges and professional development opportunities with international partners
- Develop linkages with leading Catholic Universities with a view to long-term research and academic collaboration
- Explore opportunities for transnational education models with partner institutions to increase international student engagements and domestic student mobility

Measures of Success:

- Number and strategic value of international partnerships and arrangements
- Number of articulation agreements leading to increased international student enrolments
- Number of Notre Dame staff academic exchanges and formal research collaborations with institutional partners

Objective 2: Increase International Student Enrolments

Notre Dame has established a long term student profile target of 10% international students with growth in international enrolments projected to reach 5% international students by 2024. Further, the most significant targets for increases in international student enrolments have been established for the Schools of Arts and Sciences, Business, Law, Nursing, and Philosophy and Theology. Historically, the Schools of Arts and Sciences (Fremantle and Sydney), Business (Fremantle and Sydney) and Nursing and Midwifery (Fremantle) have enrolled the majority of international students, with smaller cohorts attracted to the Disciplines of Law, Health Sciences and Physiotherapy.

Notre Dame is committed to increasing international student commencements. International students enrich the on-campus community in innumerable ways and upon graduation, become part of the University's global alumni network.

Strategies:

- Retain the current commitment to recruitment of onshore international students from the Secondary Education and TAFE sectors
- Identify appropriate target markets where a strong alignment with Notre Dame's Objects exists
- Identify existing or potential courses with the capacity to attract international students, particularly those from agreed target markets
- Benchmark best-practice for international student recruitment in Australia and critique Notre Dame's recruitment and support services in this context
- Develop and implement appropriate marketing strategies, which may or may not include the engagement of reputable Agents, for the recruitment of students from identified target markets and which support College or School-based strategies to achieve international student base load targets
- Develop an operational plan for articulation pathways/agreements with key international partners
- Develop pathway strategies that support an increase in international student enrolments
- Review and consolidate services and infrastructures which support the recruitment and retention of international students, including English language support, opportunities for work integrated learning and the campus experience
- Develop a model for greater engagement of international student alumni

Measures of Success:

- Student demographics, particularly:
 - Number of international student enquiries, applications and enrolments
 - Total commencing international students
 - International students numbers as a proportion of total student population
 - Numbers of commencing international students from identified priority markets
 - Retention and graduation rates of international students
 - Cultural diversity of international students
 - Income from international student enrolments
 - International alumni engagement

Objective 3: Internationalisation of the Student Experience and Curriculum

Notre Dame's commitment to the provision of a University education within a context of Catholic faith and values, challenges us to ensure our students are prepared for engagement with a global world in ways that are ethical and truthful. A key element of this preparation is exposure to, and meaningful engagement with, people from a wide range of cultures and places. This exposure can be achieved in a number of ways, including through the curriculum, experience of studying in a culturally diverse environments and through participating in experiential immersion arrangements such as Student Exchange, 'In the World and For the World' and short-term academic programs.

Notre Dame's Generic Graduate Attributes include 'Internationalisation' as a key attribute; the capacity for international and global perspectives based on an understanding and appreciation of social and cultural diversity and individual human rights. This explicit commitment to the University's Graduates requires that appropriate curriculum and experiential elements of their education are supported.

Strategies:

- Review of undergraduate curriculum to ensure opportunities to develop an understanding of global perspectives, as relevant to the discipline, exist for all students
- Increased recruitment of international students in order to build cultural diversity on campus and in classrooms
- Professional Development workshops to equip academic staff to engage culturally diverse student populations in appropriate ways
- Integration of 'In the World and For the World' immersion opportunities with academic curriculum
- Increase in numbers of undergraduate students participating in student exchange and mobility programs
- Develop partnerships with strategic NGOs and Church organisations to support the University's commitment to the *In the World and For the World* program, and academic short-term mobility immersion initiatives

Measures of Success:

- The Generic Graduate Attribute 'Internationalisation' demonstrably present and threaded throughout curricula
- Learning and teaching experiences which provide for the integration of domestic and international students and enhancement of the cultural diversity of the academic experience
- Number and quality of international partnerships which provide immersion opportunities for the 'In the World and For the World' program
- Numbers of students participating in overseas 'In the World and For the World' experiences
- Numbers of students participating in institutional student exchange programs
- Number of Schools offering short-term overseas mobility programs, particularly in collaboration with institutional partners
- Number of students participating in academic short-term overseas mobility programs