“How We Built This”: Developing and Implementing a Successful Global Strategy

Janaka Ruwanpura, Vice Provost (International), University of Calgary
Victoria Bick, Senior International Strategist Global Engagement and Entrepreneurship, University of Queensland
What are the challenges you face at your institution when it comes to developing, implementing or assessing your global strategy?

How do you prioritize countries and strategic partners at your institution? What processes/systems/tools/data do you use?

How do you measure success?

What are some useful frameworks, models, and templates that have worked at your institution in developing a global strategy?
Global Engagement and Entrepreneurship
Victoria Bick, Senior International Strategist
Global Strategy and Partnerships
A top 50 global university

- Performance Ranking of Scientific Papers: 40
- U.S. News Best Global Universities: 42
- QS World University Ranking: 47
- Academic Ranking of World Universities: 54
- Times Higher Education World University Ranking: 66
Who we are

53,600+ students
18,000+ international students
18,600+ postgraduate students
14,500+ PhD graduates
6,600+ staff
268,000+ graduates

3 campuses
6 faculties
30+ teaching and research sites
8 research institutes
Excellence in discovery, learning and engagement

Strengthen UQ’s profile to deliver globally significant impact

Create a strategic global footprint and network

Attract the best staff and students

Contribute to a diversification of income streams

Support international experiences to develop game-changing graduates
Global Strategy and Partnerships

- 4-year **Country Engagement Strategies** for priority countries
- **Strategic Partnership Proposals** for premier partners
- **Capability Statements** to external stakeholders to support business development opportunities.
Global Strategy Frameworks

UQ Global Strategy

- Country Strategies
  - Global Strategy and Seed Funding Scheme
- Partner Strategies
  - Strategic partnership proposals
- Tools
  - Engagement Briefs
  - Country Engagement Framework
  - Partner Engagement Framework
  - Publications Reports
  - UQ data warehouses and centralised reporting
  - Global Impact Website
Assessing potential partners

- **The result of due diligence of the partner** (global ranking, existing engagement with UQ, research strength and compatibility on programs, etc.)

- **Bottom-up interests** (existing collaborative research activities and the presence of leading academics to drive the relationship)

- **Top-down interests** (collaboration support and the willingness to consider strategic funding support from the Senior Management)

- **Collaborative synergy** (for example, interests from the school and faculty levels to engage in collaborative programs)

- Numbers of existing co-publications, research projects and student exchange/mobility programs.

**Partnership monitoring and evaluation**

- Progress monitored and reviewed annually through implementation reports

- Growth in collaboration measured across learning, discovery and engagement

- Other qualitative data highlighting achievements and joint collaboration
Strategic partnership plans

- Partnership overview
- Research collaboration
- Research training
- Academic collaboration
- Entrepreneurship and innovation
- Industry and government engagement
- Professional services and systems
- Next steps, timeline and measure of success
Tools for staff

Partner Engagement Framework

- Measures and tracks performance of 420+ institutional partners across 17 indicators
- Identifies highly engaged partners and benchmark results of partnership initiatives

Country Engagement Framework

- Measures and tracks performance across 17 indicators and 180+ countries
- Used to develop Country Strategies and benchmark results

Partner Engagement Indicators

- Study exchange
- Study abroad
- Undergraduate
- Postgraduate coursework and RHD
- Sponsored students
- Publications (by subject area)
- Project collaborations
- Academic staff with a qualification
**Partner engagement example**

<table>
<thead>
<tr>
<th><strong>1 – Student Exchange</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Composition</strong></td>
</tr>
<tr>
<td><strong>Measurement</strong></td>
</tr>
<tr>
<td><strong>Data source</strong></td>
</tr>
</tbody>
</table>
Global Strategy Seed Funding Scheme

- Launched 2016 to assist UQ faculties, institutes and units to pursue activities that will strengthen the impact of UQ’s Global network.
- Two funding rounds open each year, the scheme allows staff to apply for competitive grants of up to $10,000 provided they align with the UQ Global Strategy.
- Funding is matched by partner and Faculty/Institute

**Partners:**
- Queensland Brain Institute (UQ)
- Emory University (USA)
- Mayo Clinic (USA)

**Project:** Biomarker discovery and treatment innovation for mood disorders.
Success measures

- Institutional agreements
- Collaborative research projects
- Co-publications and rankings
- Funding schemes in priority countries
- Students enrolled
- Diverse staff
- Research collaboration and funding
- Regular updates to stakeholders
Premier partnership: where we got it right

UQ and the University of Exeter have partnered to establish the QUEX Institute — an initiative designed to bolster our joint global research impact.

- 3 interdisciplinary themes: Environmental Sustainability, Healthy Ageing, and Physical Activity and Nutrition
- QUEX International Symposium
- Accelerator Grant Scheme
- Professional Services Staff Fellowship
- PhD Studentship Program
Developing partnerships: lessons learnt

To support real and meaningful engagement, a partnership plan must:

- Understand organisational structure and cultural idiosyncrasies
- Seek buy-in from wide-ranging stakeholders
- Seek advice from partners and alternative pathways
UQ insights

• Be transparent, upfront and clear
• Establish a budget, encouraging contributions from all partners
• Academic momentum – who are your true champions
• Top-down, bottom up support
• Identify the ‘doers’ and central contacts
• Routine reporting and accountability
• Internal and external funding schemes
• Thorough due diligence & environmental scans
• Resource teams for success
• Staff mobility opportunities and training
What's next?

Mid strategy review process
Preparation of partnership reports
Phase 2 of strategic engagement for successful partnerships
Identification of new priority countries
Thank you

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7 Steps to Successful International Strategy Implementation

Professor Janaka Ruwanpura, Ph.D., P.Eng., PQS, MRICS
Vice-Provost (International)
Recipe for Success

Internationalization is an Academic Priority

Innovative & Sustainable Funding Model

Contemporary Organizational Structure

Integrated Teaching, Research, Service

Faculty Owned Programs and Projects

Clear and Focused Strategy

Dynamic and Passionate Leadership

Success
Internationalization as an Academic Priority
1. Internationalization as an Academic Priority
Clear and Focused International Strategy 2013
2. Clear and Focused International Strategy 2013

4. Leverage International Development

3. Increase Educational & Research Partnerships

1. Increase Diversity

2. Improve Cross Cultural Competencies

T1: 10% Undergraduate

T2: 25% Graduate

T3: 50% International Experience for Undergraduates
Clear and Focused Strategy

Countries / Regions of Emphasis

Countries of Interest
3 Dynamic and Passionate Leadership & Governance Structure
3. Dynamic and Passionate Leadership

Governance

International Strategy Committee
Chair: University President

Countries/Regions of Emphasis Councils

Countries/Regions of Interest Council
Chair: Vice-Provost, International

Council of Associate Deans/Directors International
Chair: Vice-Provost, International

Faculty-Specific Organizations
Dynamic and Passionate Leadership

Regional Advisory Councils

- China
- Mexico
- USA
- Germany
- East Africa
- Middle East
Faculty Owned Projects and Programs
4. Faculty Owned Programs and Projects

- Articulation Programs
- Dual Degree Models (Graduate Level)
- Faculty led Group Study Programs
- International Development Programs
- Short-term Training Programs
- International Development Programs
Acropolis in Greece in the summer of 2018 of the Group Study program to Athens, where students studied healing and psychology in ancient Greece.
New International Articulation and Dual Degree Programs

Engineering and Science
Articulation Students from China (2014-18)

100+ students for Science and Engineering
PhD Cotutelle Students

Current # of Students: 17    Graduated: 15 (from 2012)

<table>
<thead>
<tr>
<th>Country</th>
<th>No. of Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>10</td>
</tr>
<tr>
<td>France</td>
<td>5</td>
</tr>
<tr>
<td>Australia</td>
<td>2</td>
</tr>
<tr>
<td>Iran</td>
<td>2</td>
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<tr>
<td>USA</td>
<td>1</td>
</tr>
<tr>
<td>Germany</td>
<td>1</td>
</tr>
<tr>
<td>Tanzania</td>
<td>1</td>
</tr>
<tr>
<td>Egypt</td>
<td>1</td>
</tr>
<tr>
<td>Uganda</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
</tr>
</tbody>
</table>

Country No. of Universities
Integrated with Teaching, Research and Service
5. Integrated with Teaching, Research and Service

- Strategic Projects – Collaborative teams
- Grants for Faculty for International Collaborations
- Scopus Analysis for Missions and Delegations – buy-in from Faculty
Grants for International Collaborations

- International Collaborative Grant for New Researchers
- Staff Development Grant for International and Cross-Cultural Competencies
- Development Grant for New Group Study Programs
- University International Grants

Integrated with Teaching, Research and Service
University classes in Canada and China pair up to take the measure of a galaxy far, far away

Thanks to international collaboration, astrophysics undergrads in Calgary and Beijing simultaneously study giant black hole
Integrated with Teaching, Research and Service

Global Research Initiative in Energy
Integrated with Teaching, Research and Service

Global Research Site in Hydrocarbon Resources (Beijing Site)

$11.25M investment from the Kerui Group

4000m² facility

located in Beijing, China

18 research projects

5 with Mitacs
Integrated with Teaching, Research and Service

$46.5\text{M}_{\text{CAD}}$

$646.9\text{M}_{\text{Pesos}}$

Mexican institutions/
University of
Calgary

collaborations in
Energy from
SENER/CONACYT

Hydrocarbon
Sector Fund

Mexico Collaboration
Integrated with Teaching, Research and Service

$647M MXN ($44M CAD)\textsuperscript{1}
total funding from CONACYT\textsuperscript{2}

$211M MXN ($14M CAD)\textsuperscript{3}
awarded for UCalgary’s research contributions to

4 KNOWLEDGE NETWORKS
to support reforms in Mexico’s energy sector

13 research partners in Mexico
within the 4 knowledge networks

San Luis Potosí Institute of Scientific Research and Technology (IPICYT)
Centre of Applied Innovation and Competitive Technologies (GATEC)
Autonomous National University of Mexico (UNAM)
Mexican Institute of Petroleum (IMP)
National Polytechnic Institute (IPN)

Monterrey Institute of Technology and Higher Education
Instituto Tecnológico de Monterrey (ITESM)
Autonomous University of Nuevo León (UANL)
Monterrey University (UMSN)
University of Energy and Technology (ITEP)

Geo Estudios

Mexico Collaboration
Integrated with Teaching, Research and Service

Diversity – Connect with Communities

- Germany Days
- Mexico Days
- China Days
- USA Day
Regional Maternal, Newborn and Child Health Strengthening in Tanzania

Aims to reduce the number of maternal, newborn and child deaths in Tanzania by working with local health authorities to strengthen local health systems.

$16 Million International Development Project in East Africa
Contemporary Organizational Structure and Infrastructure
Staff complement increased from 11 to 44 positions in 6 years
Innovative and Sustainable Funding Models and Incentives
7. Innovative and Sustainable Funding Model

More than/closer to $1.0 million allocated to help students, faculty and staff gain international experience (2016-18)

Improve global and cross-cultural competencies
Innovative and Sustainable Funding Model

- **Invest in International Learning Experiences**

- **$ THOUSANDS**
  - 15-16: $401
  - 16-17: $1,003
  - 17-18: $1,006

- **Student Breakdown**
  - Students: 86%
  - Faculty: 12%
  - Staff: 2%

- **Bar Graph**
  - Vertical axis: $ THOUSANDS
  - Horizontal axis: 15-16, 16-17, 17-18

- **Pie Chart**
  - Students: 86%
  - Faculty: 12%
  - Staff: 2%
Innovative and Sustainable Funding Model

Impact of $1-Million Investment 2015/16 to 2016/17

- Increase in grant applications: 421 to 706 (68% increase)
- Increase in grant awards: 384 to 622 (61% increase)

15-16 vs National Average:
- 4.8% vs 3.1%
International Partnership Assessment Rating Index (IPARI)

Measuring the Impact

- Academic Programs & Collaborations (7 points)
- Mobility Programs (12 points)
- Research Collaborations and Impact (11 points)

COUNTRIES OF EMPHASIS & INTEREST

- ACADEMIC PROGRAMS & COLLABORATIONS (APC) ONLY
- MOBILITY ONLY
- RESEARCH & MOBILITY

INNOVATION AWARD IN INTERNATIONALIZATION
Measuring Internationalization

Diversity

Cross-Cultural Competencies

Partnerships

International Development

Engagement

Resources
FACULTY/SCHOOL/COLLEGE LEVEL

UNIVERSITY LEVEL

COUNTRY LEVEL
University Level

Increase of International Student Populations vs. Strategy Targets *

<table>
<thead>
<tr>
<th>Year</th>
<th>UGRD</th>
<th>GRAD</th>
<th>Target GRAD</th>
<th>Target UGRD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>7.0%</td>
<td>23.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>7.1%</td>
<td>25.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>7.6%</td>
<td>26.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>7.3%</td>
<td>26.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>8.1%</td>
<td>26.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>9.2%</td>
<td>26.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27% International graduate students
9% International undergraduate students

TOP 10 COUNTRIES OF ORIGIN

- China UG - 851, G - 326
- India UG - 186, G - 210
- Iran UG - 29, G - 233
- United States UG - 64, G - 85
- Pakistan UG - 92, G - 36
- Bangladesh UG - 66, G - 51
- Egypt UG - 62, G - 33
- Brazil UG - 30, G - 48
- South Korea UG - 59, G - 12
Science Undergraduate Students with an International Learning Experience (ILE) ****

Number of Active Agreements by Year

- **2013/2014**: 
  - ID: 26
  - Research: 0
  - General: 4
  - 2+2: 0
  - 3+2: 9
  - Exchange: 9

- **2014/2015**: 
  - ID: 32
  - Research: 0
  - General: 3
  - 2+2: 0
  - 3+2: 12
  - Exchange: 12

- **2015/2016**: 
  - ID: 48
  - Research: 0
  - General: 2
  - 2+2: 0
  - 3+2: 16
  - Exchange: 16

- **2016/2017**: 
  - ID: 60
  - Research: 0
  - General: 3
  - 2+2: 0
  - 3+2: 16
  - Exchange: 16

- **2017/2018**: 
  - ID: 90
  - Research: 0
  - General: 1
  - 2+2: 0
  - 3+2: 11
  - Exchange: 11

- **2018/2019**: 
  - ID: 0
  - Research: 0
  - General: 2
  - 2+2: 0
  - 3+2: 14
  - Exchange: 14
Recognition: Internal Champions
Recognition: External (6 competitive awards)

An Award Winning Leader in Internationalization
Internationalization is an Academic Priority

Innovative & Sustainable Funding Model

Contemporary Organizational Structure

Integrated Teaching, Research, Service

Facility Owned Programs and Projects

Dynamic and Passionate Leadership

Clear and Focused Strategy

Success

Thank you!
Q1: What are the challenges you face at your institution when it comes to developing, implementing or assessing your global strategy?

Q2: How do you prioritize countries and strategic partners at your institution? What processes/systems/tools/data do you use?

Q3: How do you measure success?

Q4: What are some useful frameworks, models, and templates that have worked at your institution in developing a global strategy?
What’s next – how do you move forward from today’s session?