

# “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?



THE UNIVERSITY  
OF QUEENSLAND  
AUSTRALIA

CREATE CHANGE

# Global Engagement and Entrepreneurship

Victoria Bick, Senior International Strategist  
Global Strategy and Partnerships

# A top 50 global university

40

Performance  
Ranking of  
Scientific Papers

42

U.S. News  
Best Global  
Universities

47

QS World  
University  
Ranking

54

Academic  
Ranking of  
World Universities

66

Times Higher  
Education World  
University Ranking

## 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

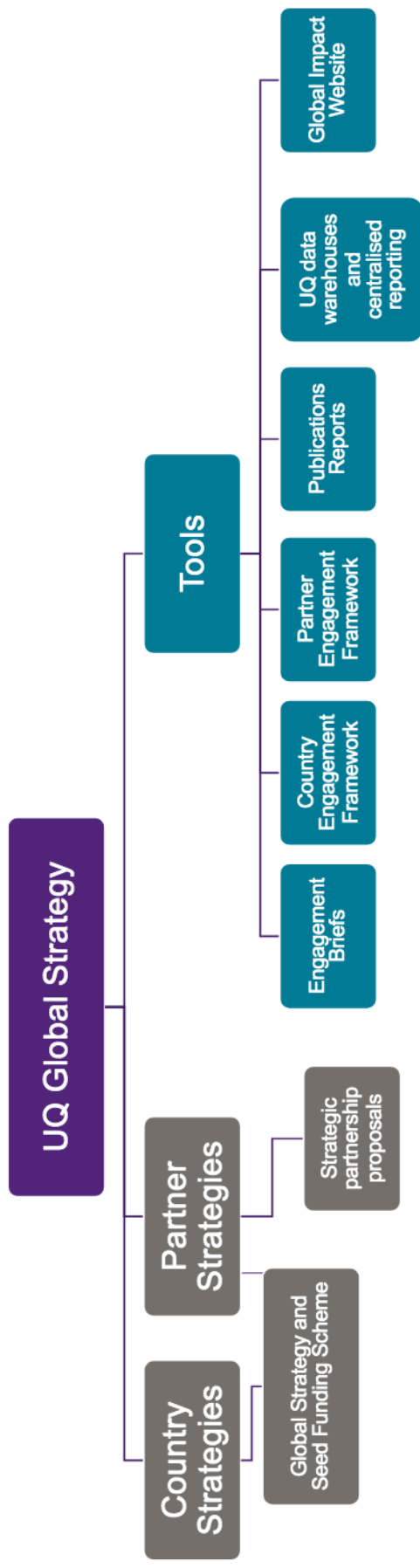


## Global Strategy and Partnerships

- **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





## 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



# 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

1 – Student Exchange	
<b>Composition</b>	Number of inbound and outbound semester exchanges between the selected partner and UQ each year.
<b>Measurement</b>	High engagement is capped at 50 semester exchanges (inbound and outbound) for the year.
<b>Data source</b>	Business Objects - Inbound exchange data sourced from Student current 5-year Trend Universe and Outbound exchange sourced from Student applications universe.

## 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



Co-publications  
and rankings



Collaborative  
research projects



Funding schemes  
in priority countries



Students  
enrolled



Research  
collaboration  
and funding



Diverse staff



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?





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OF QUEENSLAND  
AUSTRALIA

CREATE CHANGE

# Thank you

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CRICOS code 00025B

# *7 Steps to Successful International Strategy Implementation*



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

# Recipe for Success



# 1

## Internationalization as an Academic Priority

# 1. Internationalization as an Academic Priority

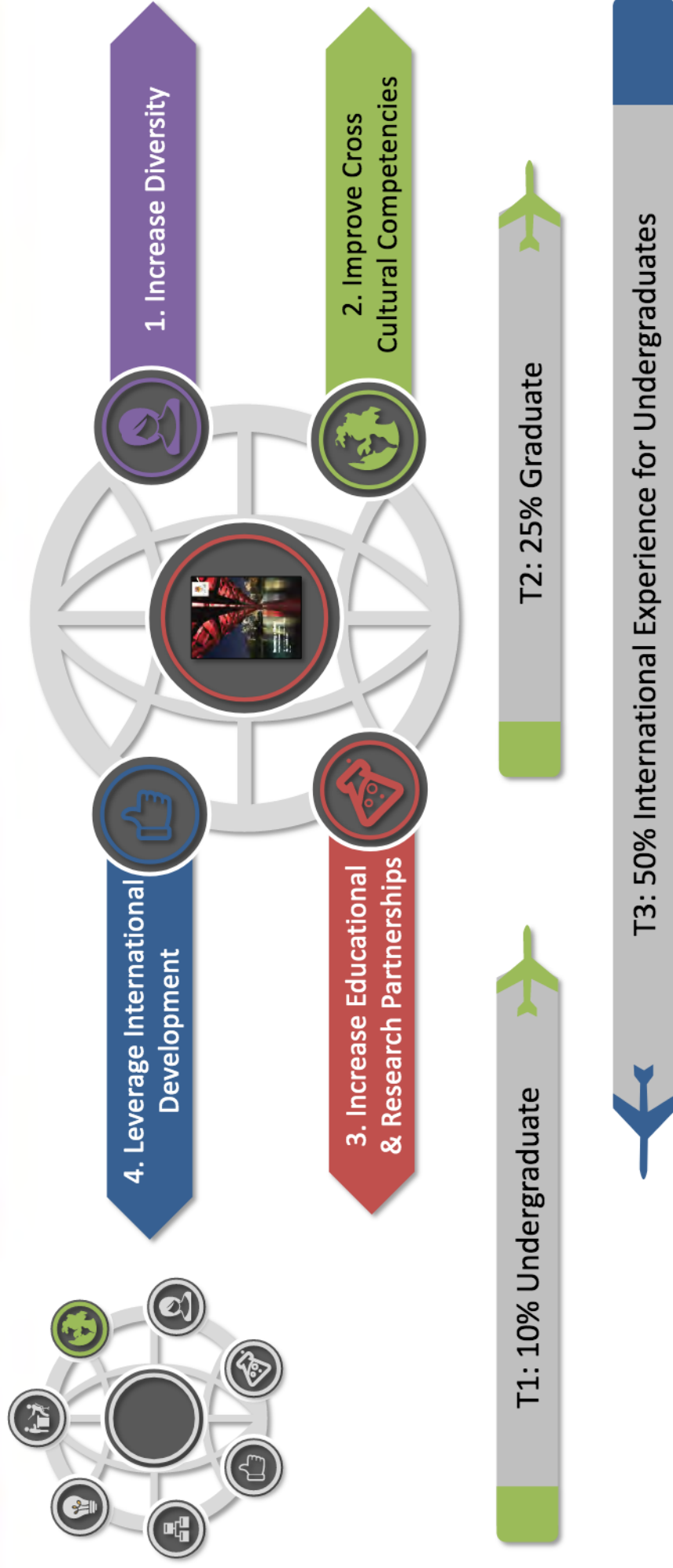


# 2

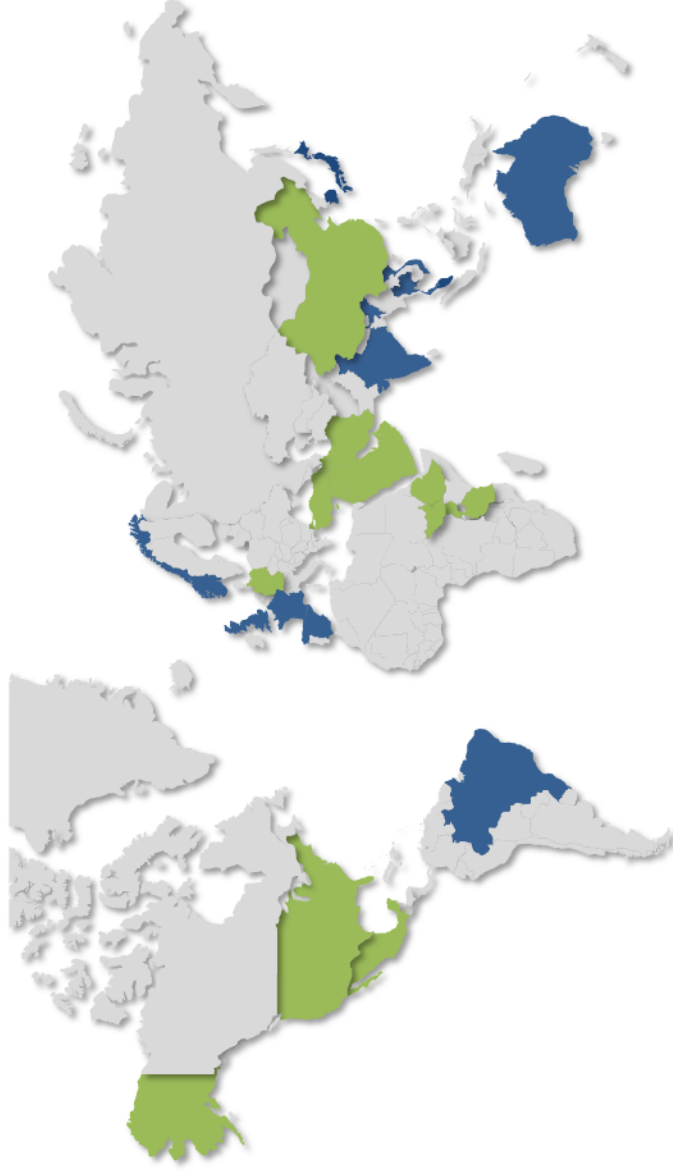
## Clear and Focused International Strategy 2013



## 2. Clear and Focused International Strategy 2013



# Clear and Focused Strategy



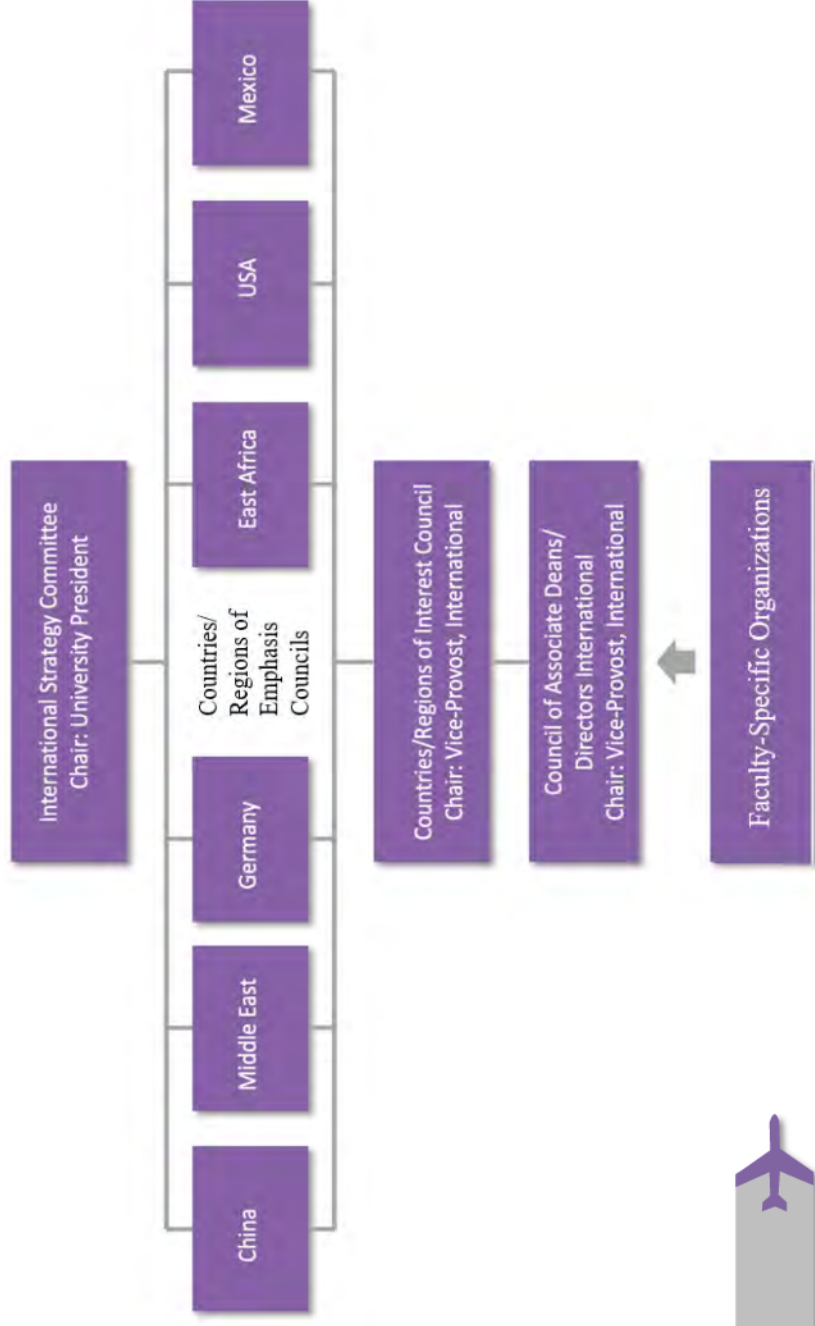
Countries / Regions of Emphasis

Countries of Interest

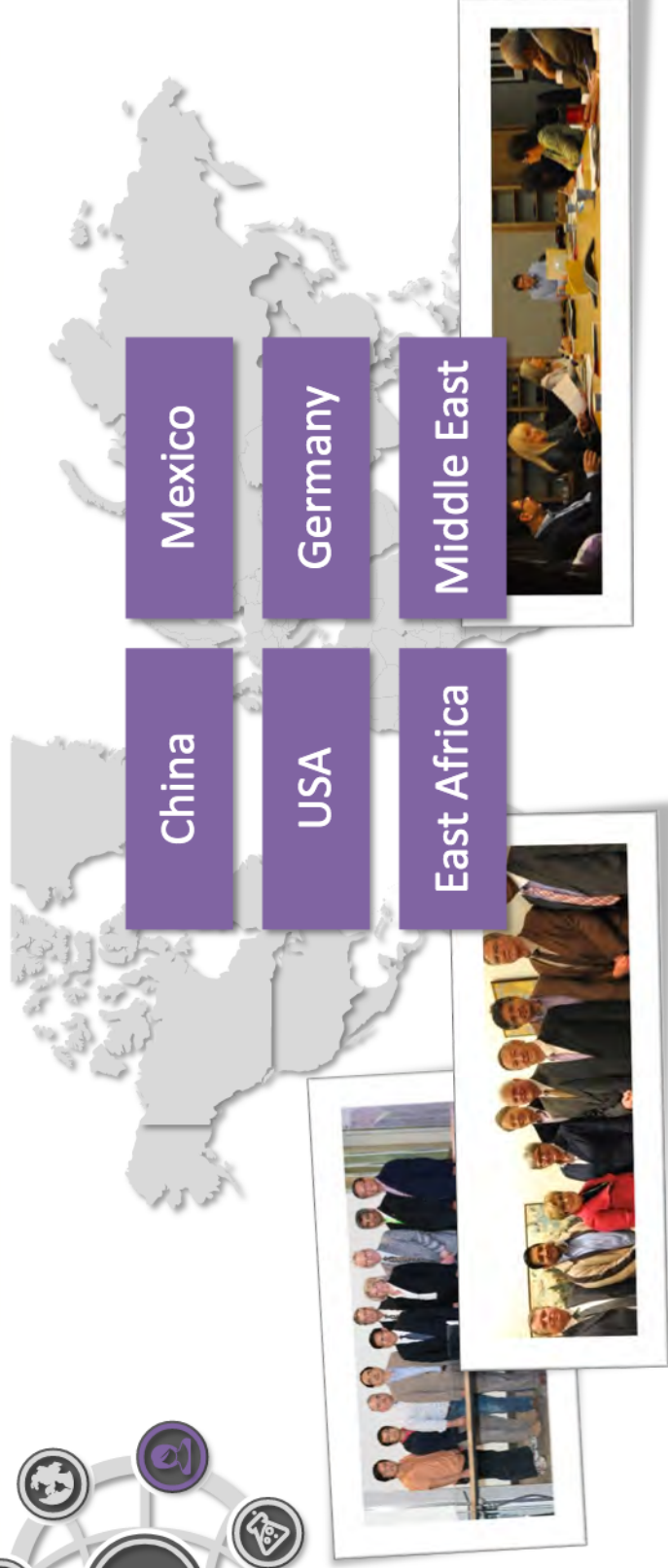
# 3

## Dynamic and Passionate Leadership & Governance Structure

### 3. Dynamic and Passionate Leadership



# Dynamic and Passionate Leadership



# 4

## Faculty Owned Projects and Programs

## 4. Faculty Owned Programs and Projects



# Faculty led Group Study 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.

**BERLIN ENERGIES**  
URBAN HISTORIES, SPACES, AND CULTURES  
MAY 3 - 25, 2018  
TAKE YOUR UCAIR CLASSROOM TO GERMANY



Berlin's iconic status, culture and complex history have made it a symbol of European modernity. This culturally vibrant city has much to teach us about how cities nurture innovation, foster communication, and produce new relationships between people and the built environment.

Course: GENA 317, HIST 356, HIST 410

**Info Session: Monday January 15, 12-1PM, SS 623**

Please Contact: Dr. Peter Dolan at [pdolan@ucalgary.ca](mailto:pdolan@ucalgary.ca)  
UC International, Group Study Programs at [groupstudy@ucalgary.ca](mailto:groupstudy@ucalgary.ca)

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UNIVERSITY OF  
CALGARY





# New International Articulation and Dual Degree Programs



Engineering and Science

# Articulation Students from China (2014-18)

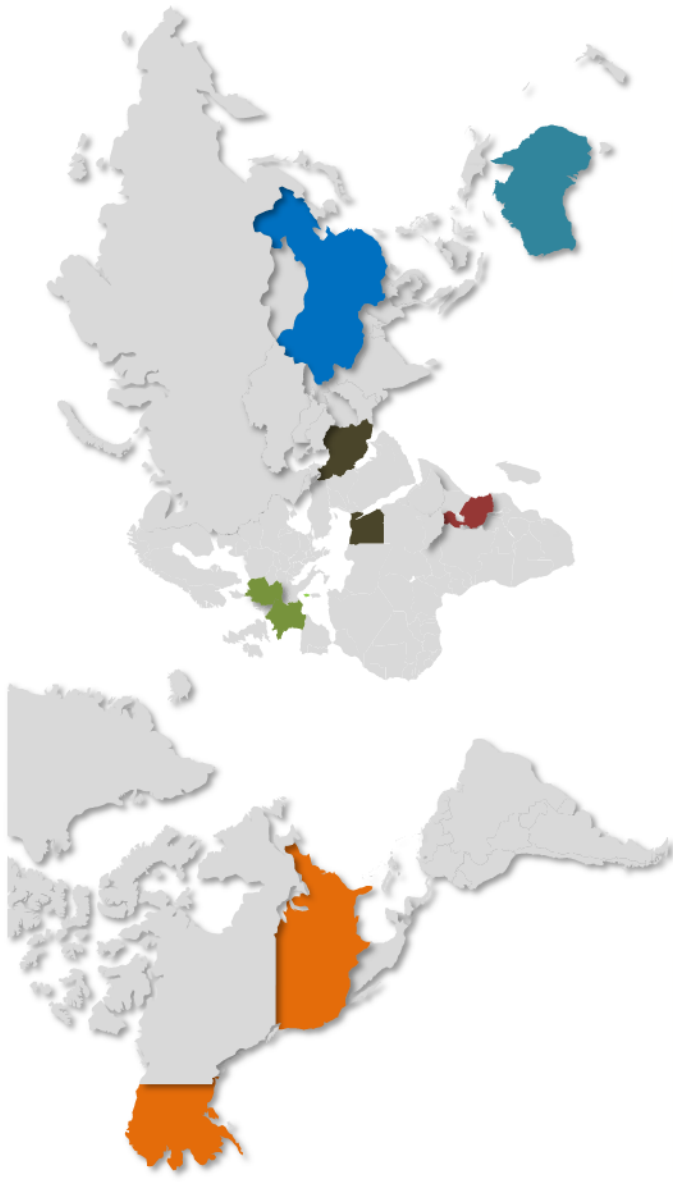


100+ students for Science and Engineering

# PhD Cotutelle Students



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



Country	No. of Universities
China	10
France	5
Australia	2
Iran	2
USA	1
Germany	1
Tanzania	1
Egypt	1
Uganda	1
<b>Total</b>	<b>24</b>

# 5

## 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



# Integrated with Teaching, Research and Service



Grants for  
International  
Collaborations



## 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





# Integrated with Teaching, Research and Service



**\$11.25M**  
investment from  
the Kerui Group

**4000m<sup>2</sup>**  
facility



located in  
Beijing, China

**18**  
research projects  
**5** with Mitacs



Global Research Site in Hydrocarbon Resources (Beijing Site)



# Integrated with Teaching, Research and Service



# Integrated with Teaching, Research and Service



**\$647M MXN (\$44M CAD)**<sup>1</sup>  
total funding from CONACYT<sup>2</sup>

**\$211M MXN (\$14M CAD)**<sup>1</sup>  
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



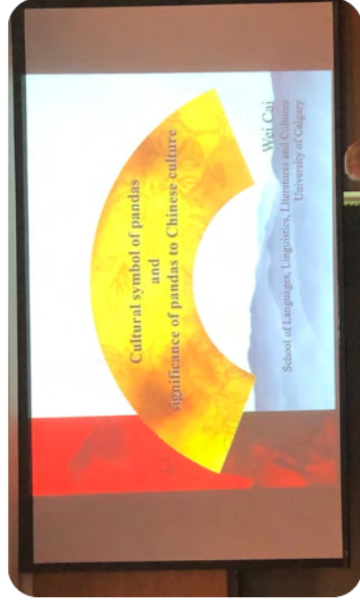
# Integrated with Teaching, Research and Service



GERMANY DAYS	MEXICO DAYS	CHINA DAYS	USA DAY
			



Diversity – Connect with Communities



# 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

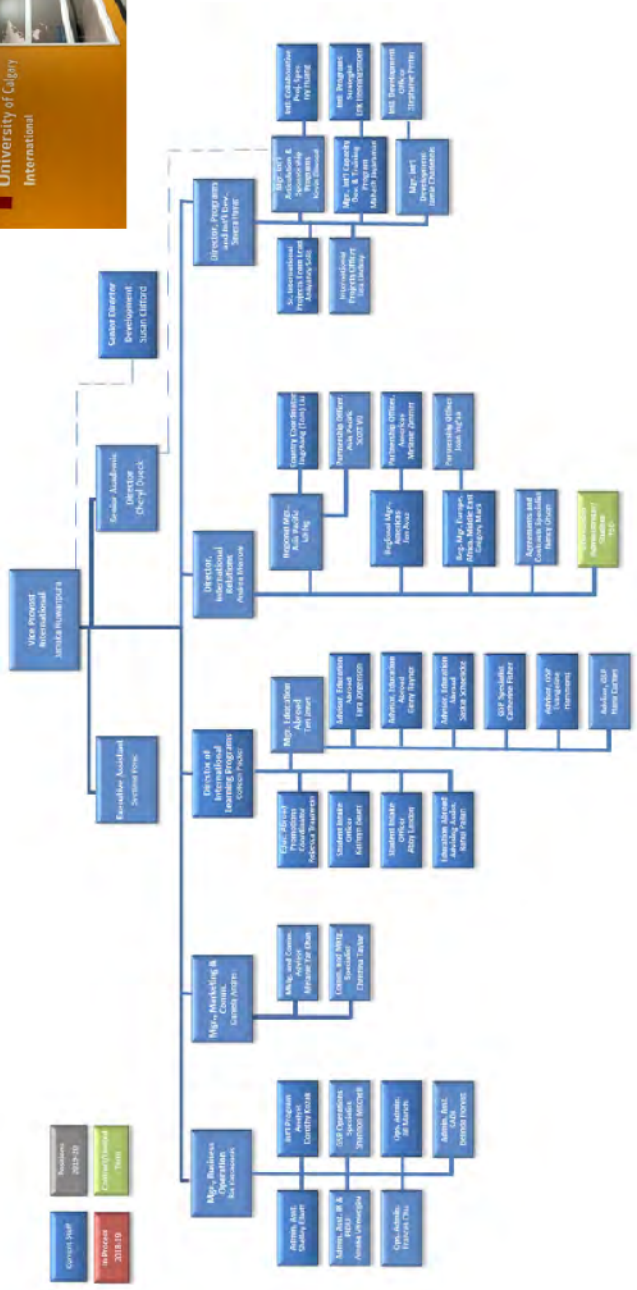


\$16 Million International Development Project in East Africa

# 6

## Contemporary Organizational Structure and Infrastructure

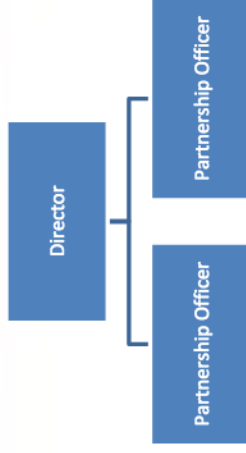
# 6. Contemporary Organizational Structure and Infrastructure



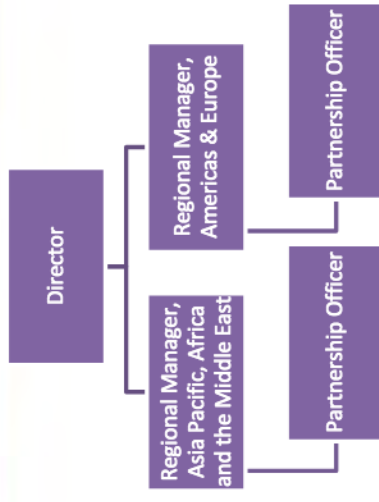
Staff complement increased from 11 to 44 positions in 6 years



# Contemporary Organizational Structure and Infrastructure

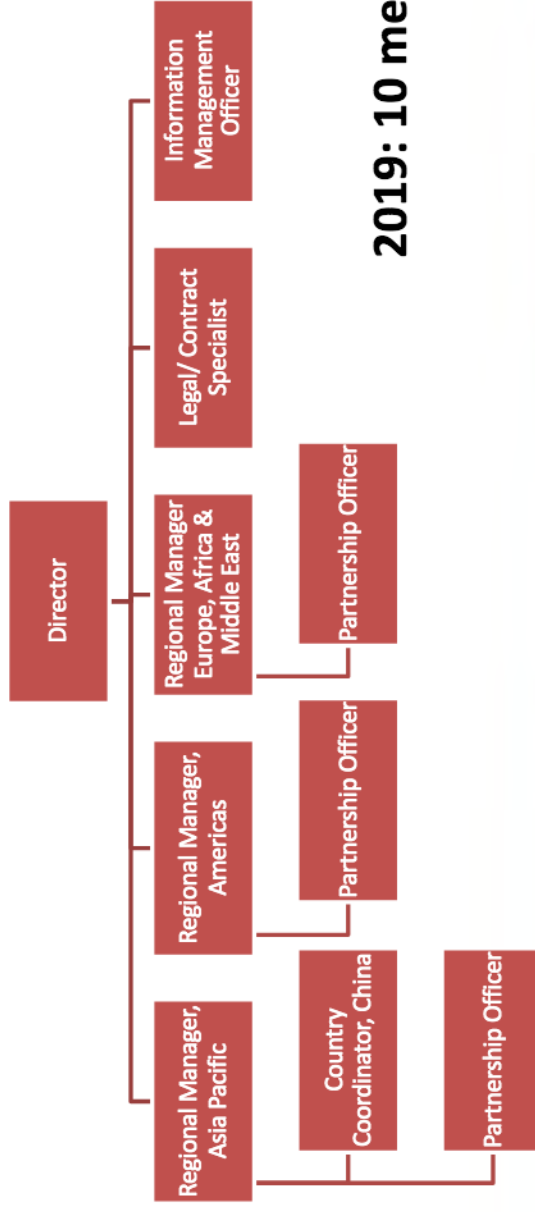


**2012: 3 members**



**2014: 5 members**

## International Relations



**2019: 10 members**

# 7

## 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)

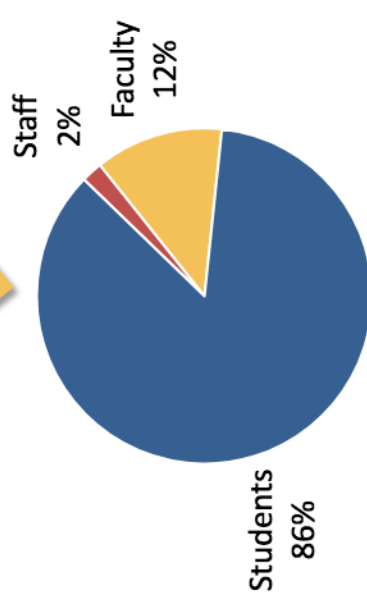
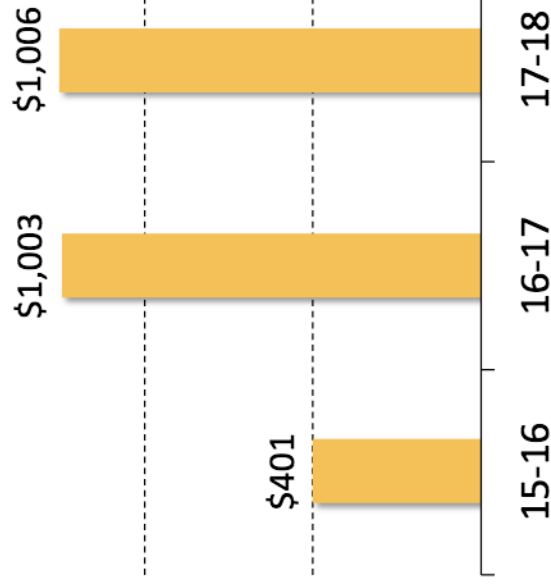


Improve global and cross-cultural competencies

# Innovative and Sustainable Funding Model

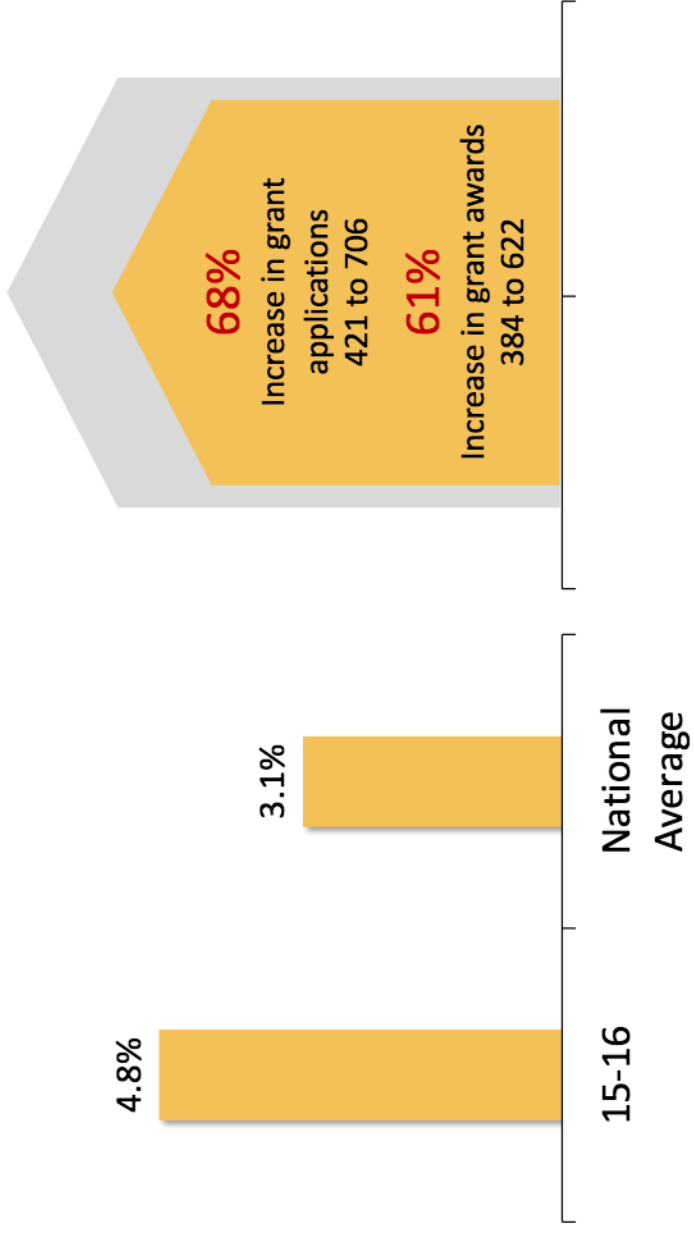


\$ THOUSANDS



Invest in International Learning Experiences

# Innovative and Sustainable Funding Model



**68%**

Increase in grant applications  
421 to 706

**61%**

Increase in grant awards  
384 to 622

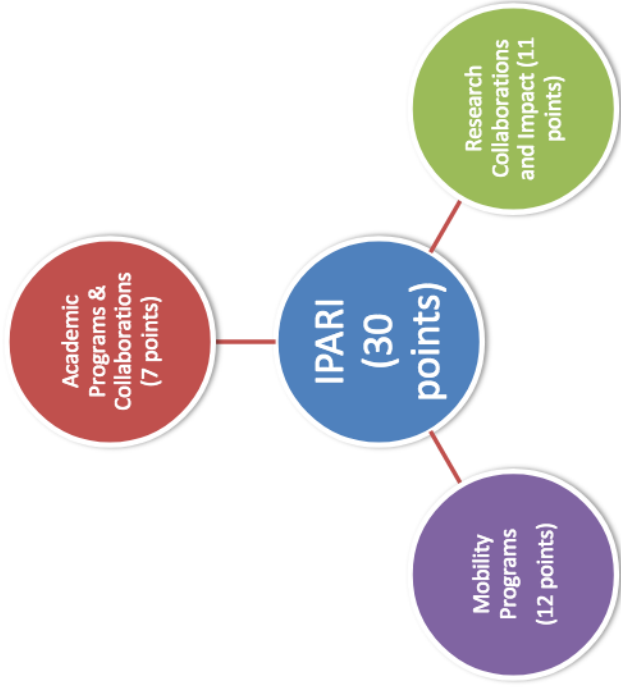
15-16

National  
Average

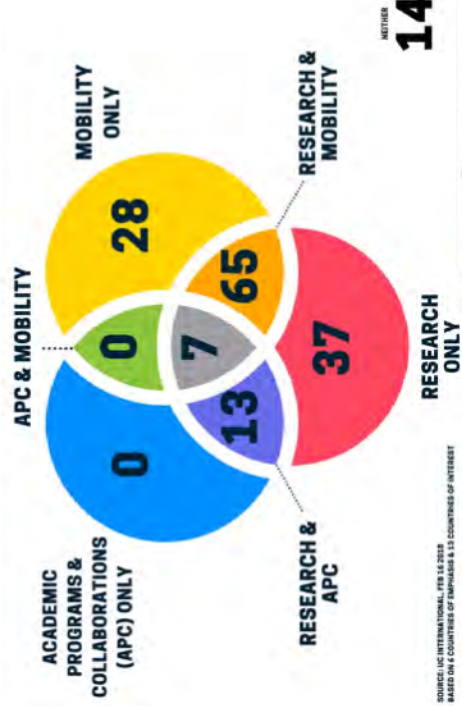


Impact of \$1-Million Investment 2015/16 to 2016/17

## International Partnership Assessment Rating Index (IPARI)

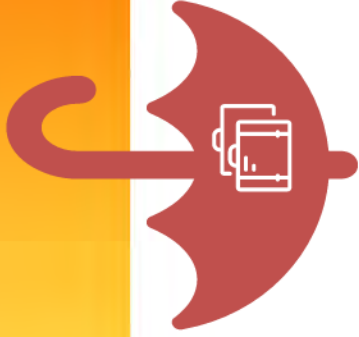


### COUNTRIES OF EMPHASIS & INTEREST

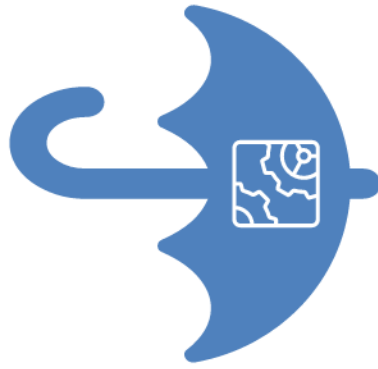


INNOVATION AWARD IN INTERNATIONALIZATION

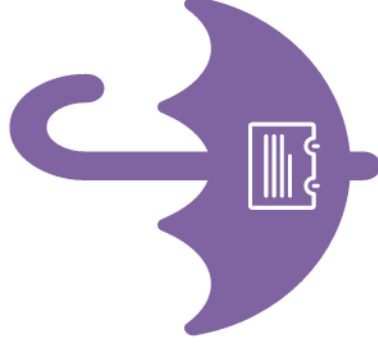




UNIVERSITY LEVEL



FACULTY/SCHOOL/COLLEGE LEVEL



COUNTRY LEVEL

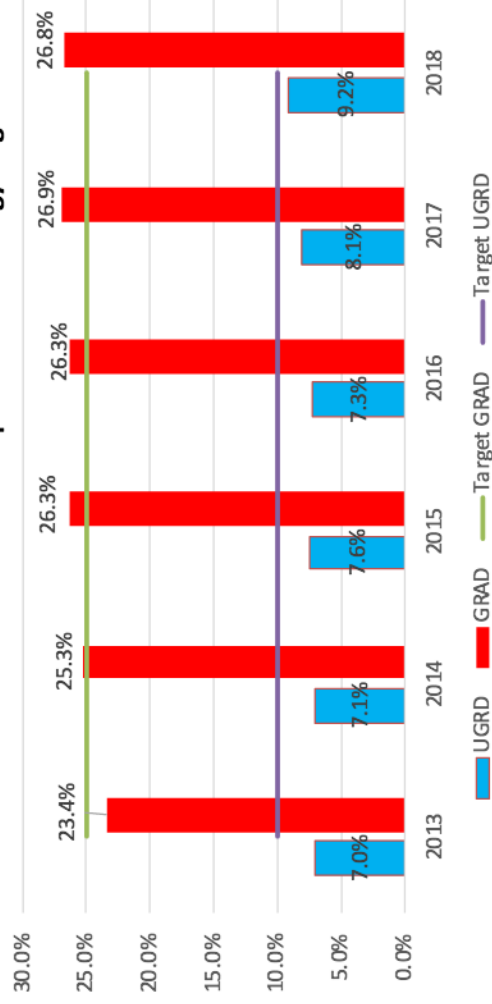


# University Level



# GOAL #1: INCREASE DIVERSITY

Increase of International Student Populations vs. Strategy Targets \*

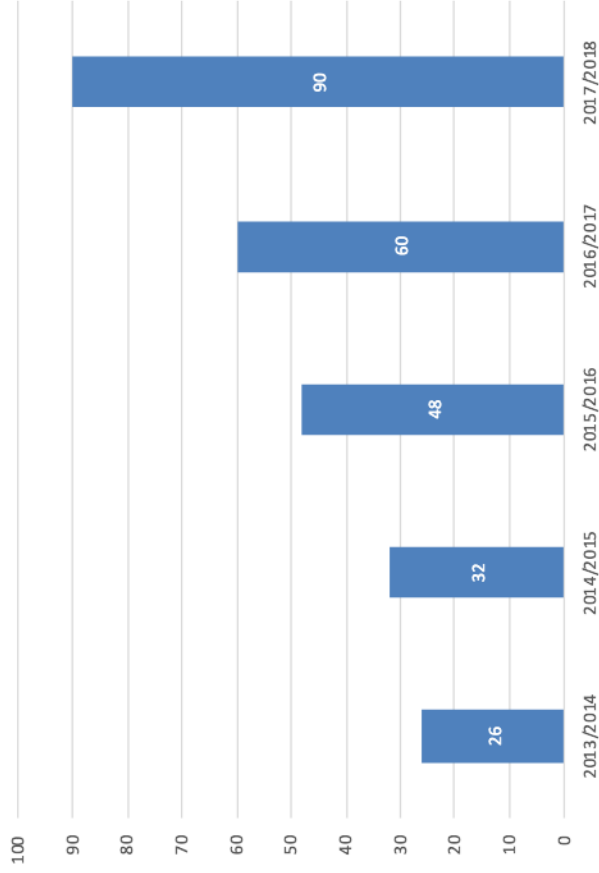


## TOP 10 COUNTRIES OF ORIGIN



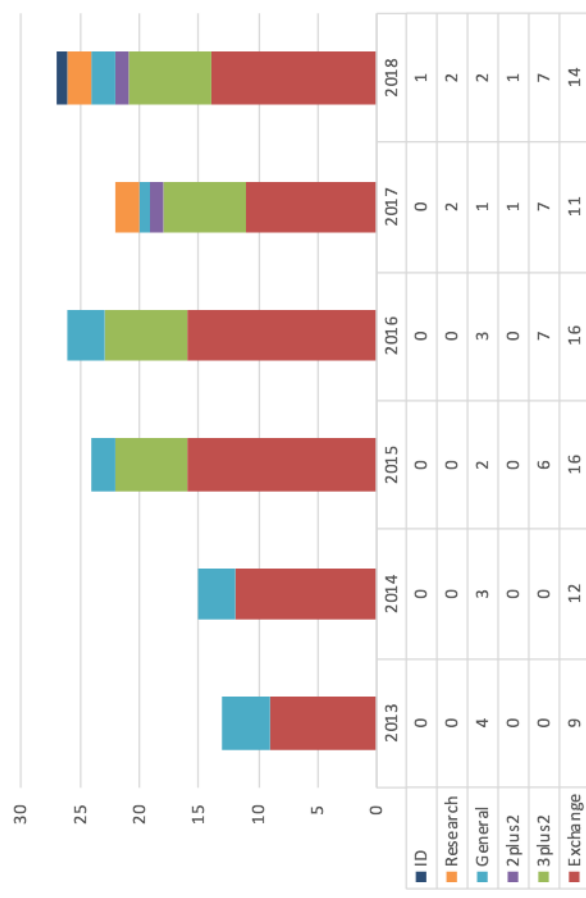
## Faculty Level: Science (2013-18)

Science Undergraduate Students with an  
International Learning Experience (ILE) \*\*\*\*



**IMPROVE  
CROSS-CULTURAL  
COMPETENCIES**

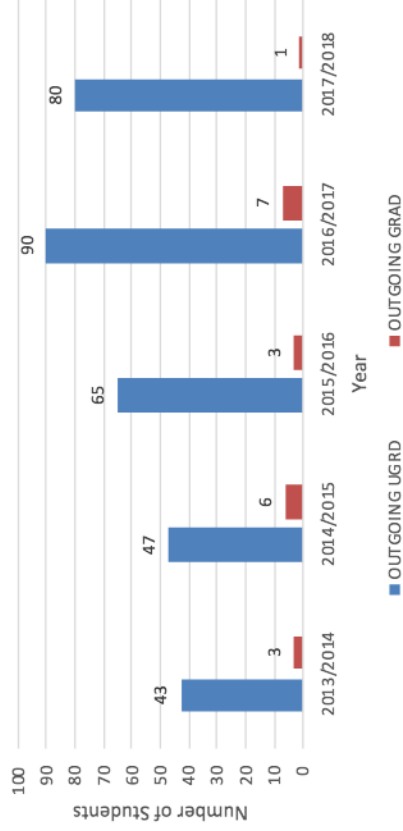
Number of Active Agreements by Year



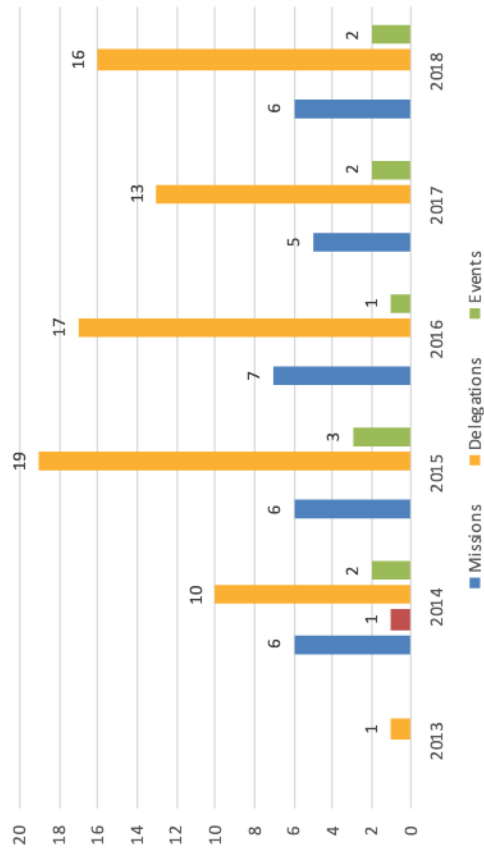
**ENHANCE  
INTERNATIONAL  
PARTNERSHIPS  
FOR RESEARCH AND EDUCATION**

## Country Level: China (2013-18)

China: Outgoing International Learning Experience Students\* YOY



China: Missions, Delegations and Events



**IMPROVE  
CROSS-CULTURAL  
COMPETENCIES**



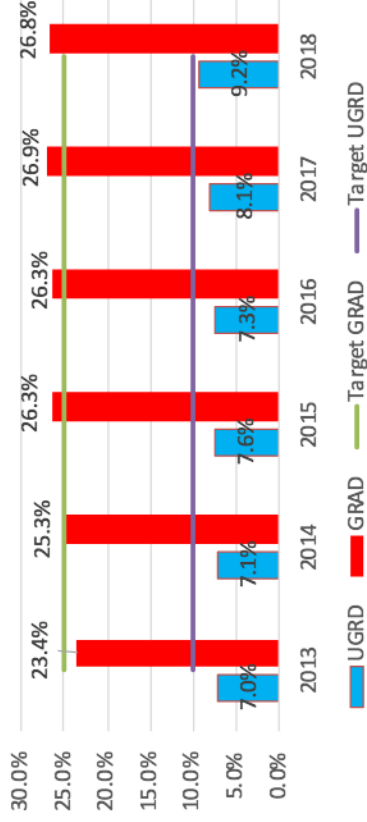
**ENHANCE  
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## University Level (2013-18)



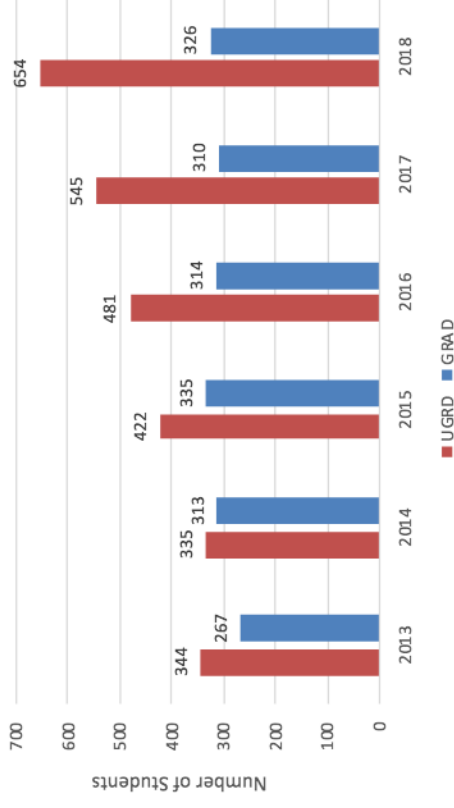
**GOAL #1:  
INCREASE  
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**Increase of International Student Populations vs. Strategy Targets \***



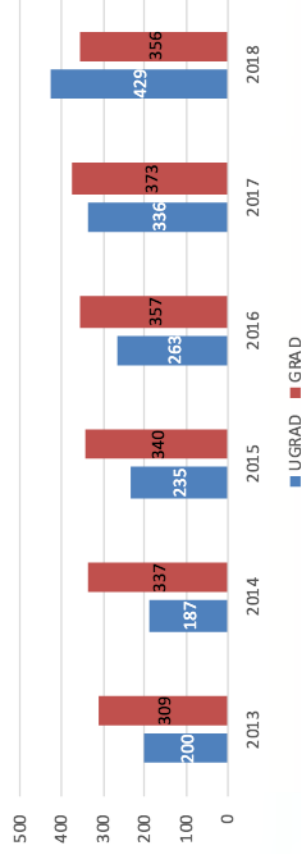
## Country Level: China (2013-18)

**China: International Student Enrollment\***



## Faculty Level: Science (2013-18)

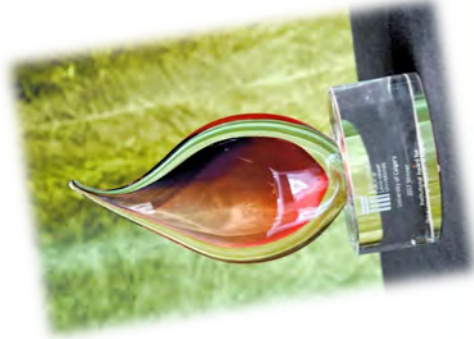
**International Student Populations in Science from 2013 to 2018 \***



# Recognition: Internal Champions



# Recognition: External (6 competitive awards)



An Award Winning Leader in Internationalization



Thank you!



## Discussion: Your Feedback

- 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?





Q1

Q3



Q2



Q4

**What's next –  
how do you move forward  
from today's session?**

