

MASSEY UNIVERSITY INTERNATIONALISATION FRAMEWORK 2017-2025



MASSEY
UNIVERSITY
TE KUNENGA KI PŪREHUROA

UNIVERSITY OF NEW ZEALAND



Key Facts – Massey University Internationalisation

Massey University currently has:

- > 275 international partners across 47 countries.
- > 4,283 international science research co-publications (51.2%) with 1,918 collaborating institutions in 106 countries.
- > Over 4,500 international students from 110 countries studying in New Zealand.
- > Over 3,400 students studying with Massey University offshore.
- > Staff from around 50 countries.
- > An extensive global network of 139,000 alumni across 142 countries.

All figures as at Jan 2017



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INTERNATIONALISATION AT MASSEY UNIVERSITY

As New Zealand's defining university, internationalisation at Massey is about 'taking the best of New Zealand to the world' and bringing the best in the world to New Zealand through globally relevant and connected research, attracting world-class experts to our staff, and educating students who aspire to be global citizens of the future.

Universities are international by definition, history and design. They exist to teach, conduct globally relevant research and to create and disseminate knowledge to the local, national, and global communities they serve. Universities also strive to meet international standards of quality and rigor and this performance is best measured by international comparison. As a response to and a product of globalization, the very best research and teaching is global in its derivation, reach and impact. Internationalization is of increasing importance in the context of twenty-first century tertiary education, driven by social, technological, political and economic advances and expectations. This is evident in the diversification of the global academic workforce and student body, as well as the breadth of programmes on offer and modes, pace and places of learning. Internationalisation at Massey University is about much more than solely advancing international education through student recruitment and mobility. Both onshore and offshore, Massey University staff contribute significantly to international human capability development through the application of globally relevant research, teaching expertise and mutually beneficial partnerships.

Massey University is an internationally-engaged comprehensive research and teaching institution. The University ranks in the top 3% of universities worldwide, with many programmes recognized by high world rankings and international accreditations. University staff encompass more than 50 nationalities, while each year the University hosts over 4,000 international students from around 110 countries, continually growing a global network of 139,000 alumni across more than 144 nations. Massey University is globally-connected through 275 international partnerships across 47 countries, with offshore teaching partnerships in China, Singapore,

Brunei, Vietnam, Qatar and Australia; and major international research and development projects in China, Sri Lanka, Indonesia, and Laos, as well as across the South Asia, Southeast Asia, South Pacific, Africa and Latin American regions.

Internationalisation is central to the University's identity, reputation and strategy for the future. This means:

- > Internationalising research activities by enhancing our reputation for research excellence through our international linkages and projects;
- > Leveraging our international reputation to actively grow high-quality international enrolment and partner programme delivery opportunities in order to strengthen the resources and capacity of Massey University.
- > Growing borderless transnational education and the offshore delivery of programmes and expertise through Massey University Worldwide;
- > Developing the curriculum and teaching to be internationally relevant in preparing students for life and work within a global community;
- > Enriching the experience for all staff and students through mobility and exchange;
- > Ensuring campus life embraces, supports and reflects the diversity of international cultures and values;

Massey University is committed to actively contributing to the national aspirations embodied in the New Zealand Government's 2011 'Leadership Statement for International Education' to double the economic value of international education in New Zealand by 2025. To achieve this, the University works closely with agencies such as Education New Zealand, the Ministry of Foreign Affairs and Trade, New Zealand Trade and Enterprise, the Ministry of Business, Innovation and Employment, and the Ministry of Primary Industries, as well as key international governmental and non-governmental organisations. In addition, the University collaborates closely with local government and regional networks to develop and implement regionally focused international strategies and partnerships.

THE INTERNATIONALISATION FRAMEWORK

The *Massey University Internationalisation Framework 2017-2025* sets out a pathway for the University to strategically engage and continue to successfully grow our international profile, reputation and reach. Generating revenue and sustainability are also essential to our internationalisation and associated institutional growth.

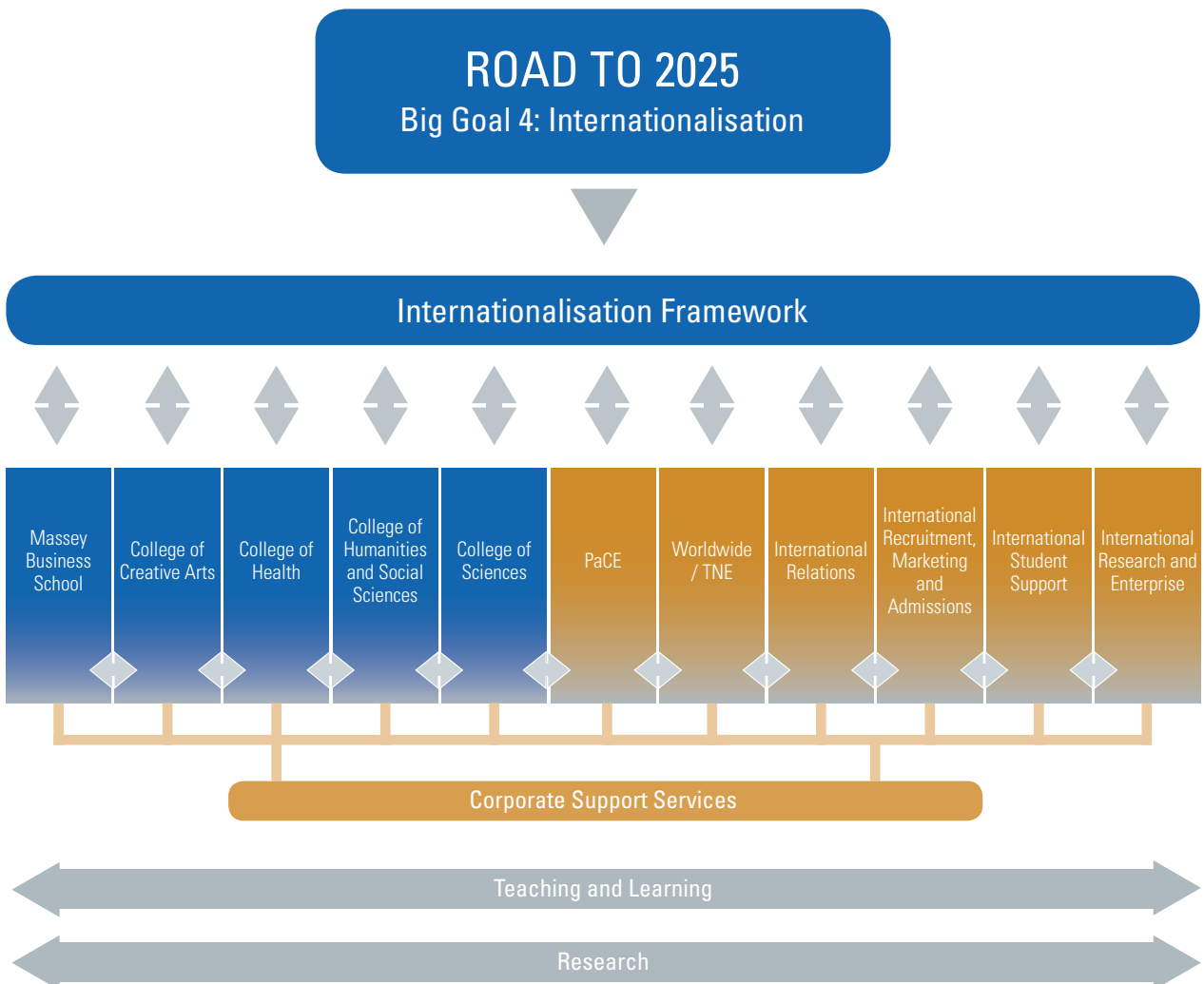
The *Internationalisation Framework* also articulates the strategic intentions of the University in terms of our international influence, presence and endeavour. Internationalisation is one of Massey University's seven Big Goals in *Shaping the Nation - Taking the Best to the World: The Road to 2025*, where our goal is 'to extend our reach worldwide so that we operate as New Zealand's leading international university.' In keeping with this overarching University strategy, the *Internationalisation Framework* prioritises, supports and considers 'high priority' imperatives, those international initiatives that support new and existing research collaborations, drive growth of the offshore student body, including through new and existing teaching collaborations and partnerships, and promotion of new and existing capability and capacity-building projects. By 'high priority' imperatives we also refer to those regions and countries where we have strong existing research and teaching relationships and those where the University intends to strategically develop further our presence, visibility and impact.

In setting out a clear direction for our future intentions, the *Internationalisation Framework* informs, and is informed by, the

international engagement plans of the University's academic Colleges and professional service units. Each College or unit's internationalisation plan will incorporate the principles set out in the *Internationalisation Framework* in order to affiliate these plans as part of a whole-of-university approach towards our strategically aligned internationalised efforts. All University plans should address and seek to deliver on the ambitions articulated in *Shaping the Nation - Taking the Best to the World: The Road to 2025*. In addition, the *Internationalisation Framework* will be reviewed on an annual basis to ensure ongoing alignment with and relevance to University, College and unit-level plans and strategic priorities.

The *Internationalisation Framework* will be operationalised by the University's Colleges and shared service teams. Implementation will be facilitated and coordinated by the University's International Executive Group (IEG), which is chaired by the Assistant Vice-Chancellor Operations, International and University Registrar. Monitoring and reporting will be facilitated and coordinated by the International Relations Office in conjunction with Strategy and Research and the IEG.

Guided by *The Road to 2025* and College and unit-level international planning documents, the *Internationalisation Framework* therefore presents to the University community a charter for the purposes of coordinated planning and the prioritisation of resources. The following flowchart outlines the architecture of these relationships.





INTERNATIONALISATION KEY THEMES, ACTIONS AND IMPACTS

Massey University's strategic internationalisation agenda is underpinned by the following key themes, actions, impacts and measures:

- 1. International Reputation.
- 2. Global Reach and Impact.
- 3. Strategic Relationships.
- 4. Student and Staff Internationalisation.

KEY THEME 1: INTERNATIONAL REPUTATION

Actions

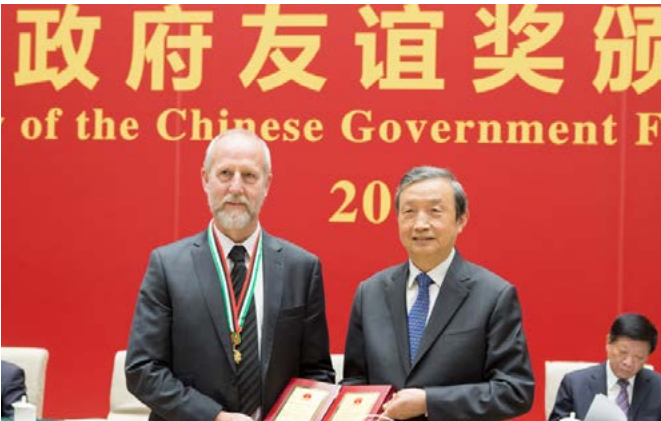
- > We will grow and sustain Massey University's international reputation to be recognised by the international community as a world-renowned partner of choice in our areas of research and teaching excellence.

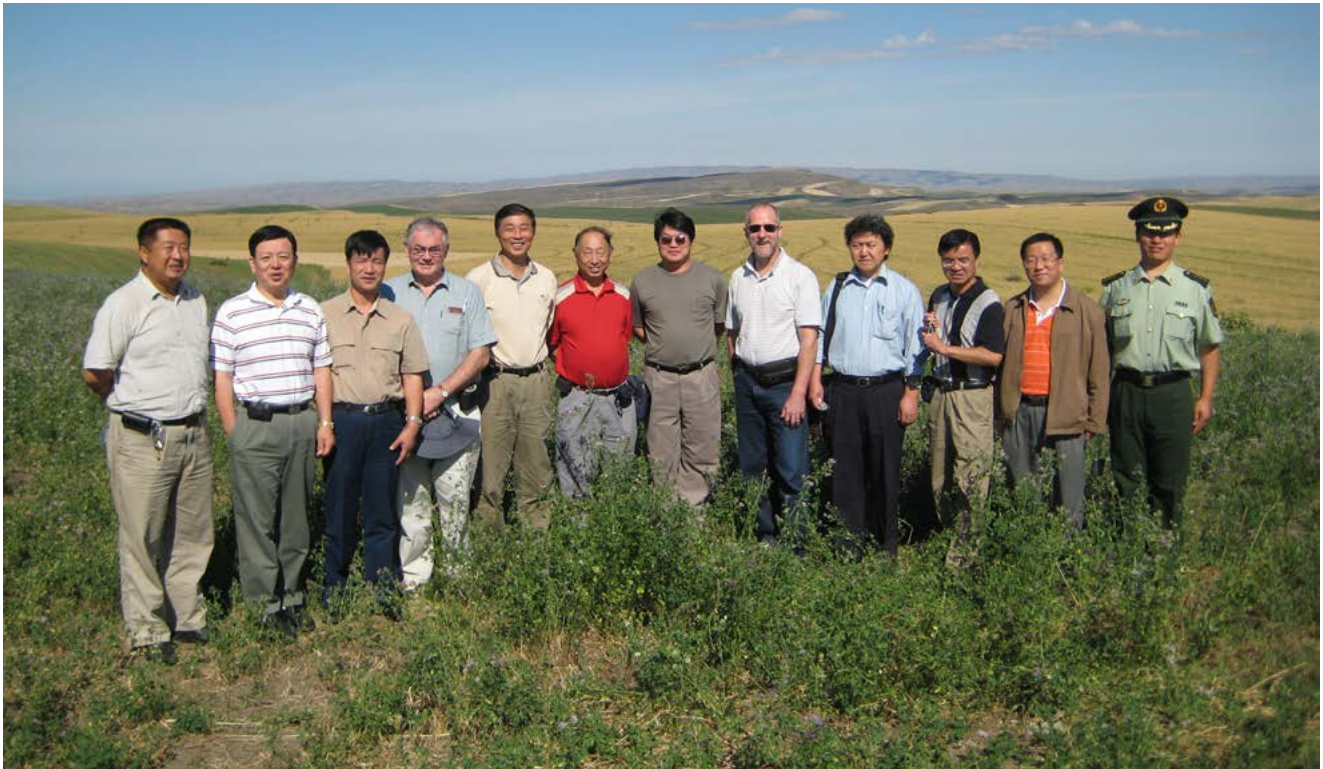
Impacts

- > The international reputation of Massey University is recognised as central to our sustainable future and success.

Impact Measures

- > International rankings and accreditations:
 - > International institutional rankings (QS stars, QS, THE).
 - > International subject rankings (QS stars, QS, THE).
 - > Existing and new international accreditations.
- > International engagement:
 - > Strategic research partnerships with field-specific, world-leading institutions and businesses.
 - > Active diplomatic and international industry engagements – reach and number.
 - > Senior international delegations hosted – reach and number.





KEY THEME 2: GLOBAL REACH AND IMPACT

Actions

- > We will develop and promote the application of Massey's research expertise internationally to benefit society in New Zealand and globally.
- > We will support international development under programmes run by New Zealand and international agencies, as well as increasing export education, consultancy services and generating revenue flows to assist and enable sustainable growth of the University.
- > We will significantly grow sustainable, balanced and strategically managed international enrolment across Massey University's New Zealand campuses.
- > We will develop and leverage Massey University's offshore partnerships and online teaching and learning expertise in the area of borderless transnational education through Massey University Worldwide.

Impacts

- > Massey University is recognised internationally as a quality research-led institution committed to the discovery and application of knowledge for the benefit of society.
- > Massey University's innovation, creativity and expertise is taken to the rest of the world and the best in the world come to Massey University to address issues of global importance.
- > Massey University will sustainably grow international enrolments to actively support the Government's 'Leadership Statement for International Education' to internationalise and double the economic value of international education in New Zealand by 2025.
- > Massey University is regarded as the leading New Zealand university in the field of borderless transnational education, with a significant and growing offshore reach and student body.

Impact Measures

- > Effective research output and recognition:
 - > Number and reach of publications with international partners (academic impact) in SciVal.
 - > International research income from contestable funds, new funding sources, growth in scale of research projects.
 - > Number and type of international awards and citations.
- > Effective global reach and attraction:
 - > Reach and total work days of Vice-Chancellor, SLT and senior staff missions.
 - > Number of international projects, including Massey University Worldwide.
 - > Reach of international projects, including Massey University Worldwide.
- > Student recruitment and revenue generation, including Massey University Worldwide:
 - > Total number of international EFTS and headcount, including by campus location.
 - > Number of onshore international EFTS and headcount.
 - > Number of partner pathway and articulation cohort students.
 - > Number of Massey University Worldwide offshore EFTS and headcount.
 - > International tuition fee revenue.
 - > International non-tuition fee revenue.
 - > International partner pathway and articulation cohort programme tuition fee revenue.
 - > Study abroad fee revenue.
 - > International short-course, professional development and English language fee revenue.
 - > Massey University Worldwide international tuition fee revenue.



KEY THEME 3: STRATEGIC RELATIONSHIPS

Actions

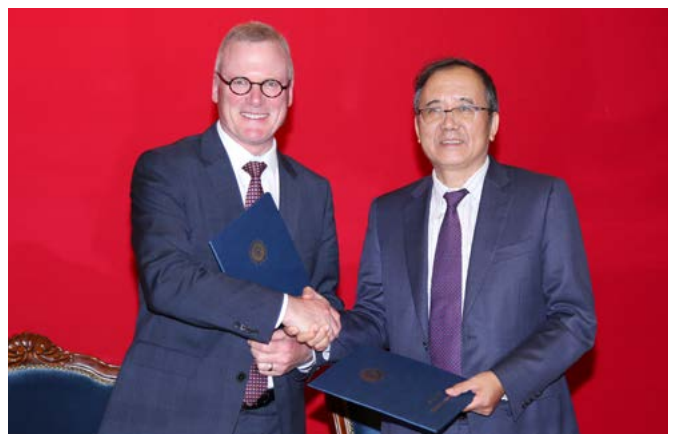
- > We will maintain and leverage staff capability and capacity to engage with international knowledge communities through research-led and professional partnerships with outstanding global institutions.
- > We will build key strategic relationships and alliances with high-quality universities, government agencies, industry and other organisations to grow Massey University's international profile and standing.
- > We will sustain and grow Massey University's teaching and research capacity and expertise through strategic institutional partnerships in teaching and learning, research and student mobility.
- > We will build and utilise our international student community, grow alumni networks worldwide and ensure we have meaningful international relationships.

Impacts

- > The calibre, nature and visibility of our international collaborative relationships demonstrate Massey University's position as a globally-relevant leader in human capability development.

Impact Measures

- > International partners and projects:
 - > High-priority international partnerships.
 - > Research-focused international agreements.
 - > Pathway, articulation and revenue-generating teaching agreements.
- > Student exchange engagement:
 - > Active student exchange partners and destinations.
 - > Number of semesters of outbound student exchange participation.
 - > Number of semesters of inbound student exchange participation.
- > Study abroad engagement:
 - > Active study abroad agreements.
 - > Number of study abroad EFTS and headcount.
- > Other mobility programmes:
 - > Number of outbound short course mobility programmes.
 - > Number of inbound short course mobility programmes.
 - > Staff mobility participation.
- > Alumni engagement activities:
 - > Number of actively-engaged international alumni.
 - > Number, participation and location of international alumni activities.





KEY THEME 4: STUDENT AND STAFF INTERNATIONALISATION

Actions

- > We will use measurable quality standards for our international programmes and student-facing support services to maximise their contribution to the international student experience.
- > We will enrich the Massey University student and staff experience.
- > We will enable them to engage internationally to be creative, connected and innovative contributors to society through internationalisation of the curriculum and teaching and learning environment, as well as through increased inbound and outbound mobility.
- > We will develop and implement a comprehensive international alumni strategy that celebrates and leverages the Massey international student experience to foster and promote future opportunities.

Impacts

- > Massey University graduates are recognized as responsible global citizens who contribute to society and increase cross-cultural awareness.
- > Massey University is recognised for the excellent student experience of inbound international students and outbound Massey University students through the provision of high-quality student support services and international mobility programmes.
- > Massey University is recognised as an internationally-focused university that promotes internationalisation as a distinctive feature of the curriculum and student experience.
- > Massey University staff are actively engaged in international activities.



Impact Measures

- > Graduate outcomes and alumni:
 - > Graduate employment/destination survey performance.
 - > Percentage of international student retention.
 - > Percentage of international student progression.
 - > Number of international student and alumni prizes, awards and recognition.
- > Student experience and support:
 - > International Student Barometer (ISB) performance.
 - > New Zealand International Education Benchmark (StudyMove) performance.
 - > Education Code of Practice 2016 self-audit assessment.
 - > United States Federal Aid compliance annual audit performance.
- > Internationalisation of the curriculum:
 - > Number and percentage of student participation in outbound mobility programmes.
 - > Percentage of onshore programmes with international students.
 - > Percentage of programmes hosting inbound international mobility students.
- > Staff internationalisation:
 - > Number of international staff (by QS definition).
 - > Number of staff active in internationalisation activities.



PROFILE – MASSEY UNIVERSITY INTERNATIONALISATION



International Rankings

- > No. 1 in the World for Employer Reputation in Veterinary Science in 2015 (QS World University Rankings).
- > Massey University is consistently ranked in the top 3% of universities worldwide by QS.
- > Massey University ranked 340th in the world overall in the 2016 QS Rankings.
- > Massey University ranked 401-500th in the world in the 2017 Times Higher Education (THE) Rankings.
- > Massey University ranked 201-300th in the 2017 QS Graduate Employability Rankings.
- > Massey University has a five-star rating from QS across all nine categories: Research; Teaching; Internationalisation; Social Responsibility; Online; Employability; Facilities; Innovation; Specialist Criteria.
- > Massey University ranked 38th in the world for International Outlook in the 2016 THE Rankings.
- > The School of Design ranked No. 2 in the Asia-Pacific in the 2016 Red Dot Design Rankings.
- > QS ranks Massey University Veterinary Science and Agriculture No. 1 in New Zealand and 25th and 30th in the World.

QS World University Subject Rankings 2016

- > Veterinary Science 25.
- > Agriculture and Forestry 30.
- > Accounting and Finance 51-100.
- > Nursing 51-100.
- > Education 101-150.
- > Business and Management Studies 151-200.
- > Communication and Media Studies 151-200.
- > Geography and Area Studies 151-200.
- > Sociology 151-200.
- > Statistics and Operational Research 150-200.
- > Economics and Econometrics 201-300.
- > Environmental Sciences 201-250.
- > Mathematics 201-250.
- > Biological Sciences 301-400.

QS University Faculty Rankings 2016

- > Social Sciences and Management 166.
- > Engineering and Technology 297.
- > Life Sciences and Medicine 297.
- > Natural Science 307.
- > Arts and Humanities 328.

International Accreditations

- > Art and Design: First university outside North America to be awarded NASAD 'substantial equivalency'.
- > Business: MBS is AACSB, AMBA and CFA-accredited – ranked in top 5% of Business Schools worldwide
- > Engineering: Washington Accord through the Institution of Professional Engineers New Zealand (IPENZ).
- > Food Technology: Accredited to the US-based Institute of Food Technologists.
- > Veterinary Medicine: First university in the southern hemisphere to be awarded AVMA accreditation.

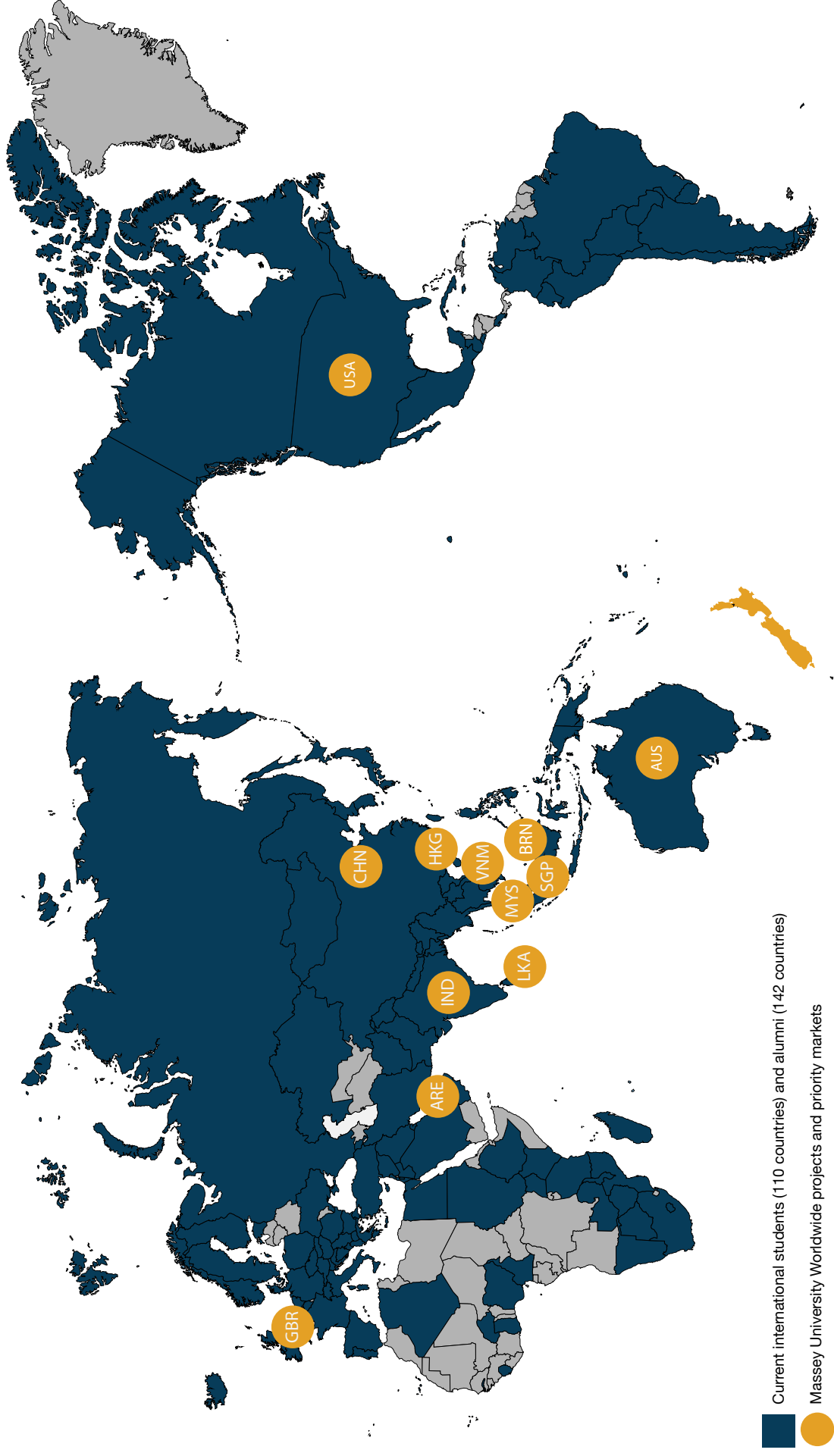
International Recognition

- > First university in the world to have two concurrent recipients (A/Prof Alex Chu and Mr Tim Harvey) of the elite China Friendship Award, its highest honour for foreign experts.
- > International honorary doctorate conferrals at Massey University:
 - › His Royal Highness King Bhumibol Adulyadej of Thailand, 2002.
 - › Madame Peng Liyuan, Chinese First Lady, 2014.
 - › Mr Dhanin Chearavenont, Chairman C.P. Group, Thailand, 2015.

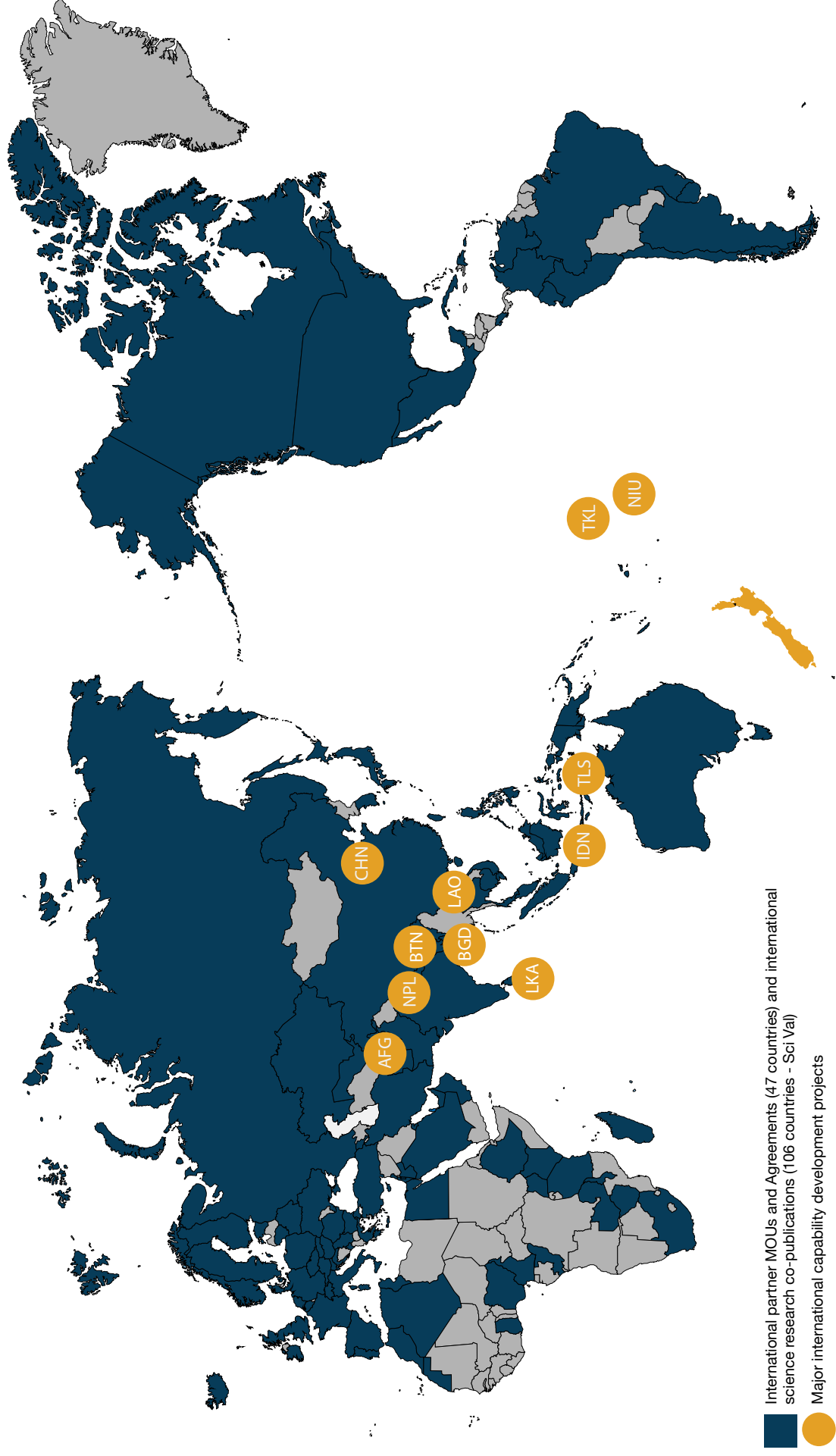
International Engagement

- > Massey University is actively engaged in major international research/development projects in China, Indonesia, Laos, Myanmar and Sri Lanka, as well as across Europe, South Asia, Southeast Asia, South Pacific, Southern Africa and Latin America.
- > Massey University Worldwide offshore teaching partnerships in Australia, Brunei, China, Qatar, Singapore and Vietnam.
- > Massey University hosts around 85 senior international delegations every year, including Ministers, Ambassadors, and other senior international university, business and government leaders.
- > Over 55 years of capability development partnership with Thai universities in Agriculture, Food Technology and Education.
- > Over 33 years of capability development and collaborative partnership with Chinese universities, Government agencies and other organisations.
- > World Animal Health Organisation (OIE) Collaborating Centres:
 - › Host: Veterinary Epidemiology and Public Health.
 - › Participant: Animal Welfare Science and Bioethics Centre.
- > Food Science and Technology: First university in the southern hemisphere to develop a Food Technology programme.
- > Global Food Safety Partnership: working group administrator.

MASSEY UNIVERSITY GLOBAL ENGAGEMENT: CURRENT INTERNATIONAL STUDENTS, ALUMNI AND MASSEY UNIVERSITY WORLDWIDE



MASSEY UNIVERSITY GLOBAL ENGAGEMENT: PARTNERSHIPS, CO-PUBLICATIONS AND CAPABILITY DEVELOPMENT



International partner MOUs and Agreements (47 countries) and international science research co-publications (106 countries - Sci Val)

Major international capability development projects



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