

UWA Business School Internationalisation Strategy
To ensure the School is positioned internationally
to maximise its potential as a research intensive School

Strengthening the School's internationalisation, 2009 and beyond

The EQUIS Accreditation Report expects the School to give greater clarity and emphasis to the international aspects of our strategy and activities.

This document identifies a number of characteristics of schools which might be regarded as being 'international' under three broad headings - a school's international orientation, its research activity and reputation and its learning environment and outcomes. There is an assessment of how the School stands with regard to each of the 14 characteristics and suggested actions and performance measures (which are also presented in the School's OPP format).

Internationalisation is not a 'stand alone' activity and so the suggested actions spread across the whole School. In many cases the recommendations reinforce existing activities.

In summary the focal points are:

- i) The core of the School's reputation should be its research
 - To ensure the School is known internationally for its research (objective 1) we must decide whether, as a School, we will strive for exceptional performance in one or two key areas or achieve greater recognition as a comprehensive research school
 - The School must promote, underwrite and publicise internationally relevant research
 - Perhaps the most visible expression of the School's intellectual capital would be annual research conferences
 - (For more details on building the School's reputation through research - see pages 4 and 5)

- ii) The School needs to establish an international joint program
 - We must ensure we have an internationally attractive full time postgraduate program to offer as our contribution to any joint program
 - The School must actively cultivate 3 or 4 key global partners
 - These two actions will contribute to the School's international associations (objective 2) and its programs (objective 3)
 - The development of international study as part of the School's programs should continue
 - (For more details on building the School's reputation through its linkages see pages 2 and 3, and through its programs see pages 6 and 7)

- iii) The School needs more recognition from the business community internationally
 - Requires ongoing cultivation of the business community through our research relevance, through Executive Programs and through our alumni
 - This will have beneficial consequences across research, learning and international orientation.

If change is to be achieved, the School's culture must be built around a clearly articulated outward looking vision. This includes resource allocation in support of any agreed new priorities.

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The School: its international orientation

The practical significance of the School's international context will be evident across the range of its activities which will be locally strong but international in impact. The achievement of international recognition, particularly through accreditation and through strong partnerships with leading Schools around the world, is dependent upon a strong performance in research and the high quality of our programs. A broadening international perspective is an opportunity for the whole School.

	Characteristics of an international school	UWABS – current situation	UWABS – future action	Measures of success
1	Outward looking culture throughout the School	Individual rather than collective orientation	<ul style="list-style-type: none"> – Needs clearly articulated (outward looking) School vision – Needs appropriate organisational structure and communication processes, eg internal web site 	Staff know and work to the vision
2	Formal international recognition AACSB EQUIS MBA rankings Research audit performance	In process Achieved, 3 yr Not yet eligible for FT Some strong Oz inter-disciplinary comparisons	<ul style="list-style-type: none"> – Will be achieved – Will be renewed – Needs full time MBA and strong alumni – See 'Research activity and reputation' (6,7,8 below) – All needs to be backed up by strong UWA rankings performance 	Double accreditation Positioned in the FT100 MBA programs UWA recognition of UWABS contribution to UWA's strong ranking performance
3	Recognised by other leading schools Active institutional partners Exchange partners Benchmarking Memberships	Some potential but no established partnerships UWA exchange partners Discipline/program reviews AACSB, efmd, Asia Pacific	<ul style="list-style-type: none"> – Needs research/program proposition to offer; see 'Research' (6 below); this will influence choice of potential partners – Needs funding to facilitate visits to (i) Shanghai region (ii) North America – Needs funding to facilitate visits to/from, academic research with institutional partners – Needs funding to maintain, develop relationships at School level – Needs administrative support to manage the benchmarking process (also relates to accreditation above) – Needs funding/time commitment for active participation 	Actively sought as a partner by top ranked schools An established joint program with excess student demand Levels of conference participation
4	Active alumni support from around the world	Current reliance on UWA Office of Development	<ul style="list-style-type: none"> – Needs administrative support to maintain networking and fundraising 	Alumni activities in key centres (preferably aligned with institutional partners and offshore teaching locations)
5	Other community recognition International company membership of School board Corporate sponsorship of international activities	Exists, is expanding	<ul style="list-style-type: none"> – Ongoing fund raising eg to subsidise study tours, international conferences 	

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Operational objective 2

Operational Priorities Plan 2006-2008 § Internationalisation		
Strategic Objective: To ensure the School is positioned internationally to maximise its potential as a research-intensive School		
Operational Objectives #2: To ensure the School is known internationally through association (its international orientation)		
Strategies	Key Initiatives	Comments
<input type="checkbox"/> Establish and maintain linkages with key international organisations	<input type="checkbox"/> Active participation in efmd, AACSB and Asia Pacific <input type="checkbox"/> Explore membership of PIMS	<input type="checkbox"/> Funding implications <input type="checkbox"/> Needs a full time MBA as a basis for joint programs <input type="checkbox"/> Will be aided by strategic development of international executive programs
<input type="checkbox"/> Identify and establish strong links with key institutional partner schools	<input type="checkbox"/> Develop institutional partnerships includes <input type="checkbox"/> Develop links in China <input type="checkbox"/> Explore a Europe-Asia-N America joint program <input type="checkbox"/> Promote partner Schools within the School <input type="checkbox"/> Staff exchanges	<input type="checkbox"/> If possible work in UWA framework <input type="checkbox"/> Funding implications <input type="checkbox"/> Will be aided by strategic development of international executive programs <input type="checkbox"/> Senior visit to China <input type="checkbox"/> Requires a full time MBA <input type="checkbox"/> Funding for program development <input type="checkbox"/> As part of communication strategy <input type="checkbox"/> Research focus, study leave etc
<input type="checkbox"/> Establish a network of international corporate partners	<input type="checkbox"/> Establish international advisory boards (London, New York, Singapore)	<input type="checkbox"/> Through international research, through management development programs <input type="checkbox"/> Through Office of Development and alumni

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Operational objective 4
 (achievement of this objective is consequent upon success in the other three objectives)

Operational Priorities Plan 2006-2008 § Internationalisation		
Strategic Objective: To ensure the School is positioned internationally to maximise its potential as a research-intensive School		
Operational Objectives #4: To ensure the School is internationally accredited (its international orientation)		
Strategies	Key Initiatives	Comments
<input type="checkbox"/> Secure AACSB accreditation <input type="checkbox"/> Secure EQUIS reaccreditation (2011)		NOTE: All these activities need resources devoted to efficient ongoing data collection and reporting; should include regular benchmarking with institutional partners <input type="checkbox"/> (annual reports required)
<input type="checkbox"/> Secure position in international Biz school and program rankings	<input type="checkbox"/> Establish full time MBA <input type="checkbox"/> Ensure strong MBA alumni	<input type="checkbox"/> Maintain links with FT, Economist and other ranking publishers <input type="checkbox"/> As part of alumni strategy and development
<input type="checkbox"/> Ensure good position in Oz rankings		<input type="checkbox"/> Maintain links with Good Uni Guide and Boss <input type="checkbox"/> Good research rankings as a result of effective research strategy

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UWA Business School Internationalisation Strategy
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The School: its research activity and reputation

As a research-oriented School we must examine questions of importance to the business community and so assist managers in dealing with the challenges they face. Our research would be international in scope and international in application; it would be characterised by active and financially self-sustaining partnerships with key researchers around the world; our research outcomes would be presented at international conferences, be accepted for publication in top tier journals and be known for its relevance. Strong performance in research audits would be used to enhance the School's reputation.

	Characteristics of an international school	UWABS – current situation	UWABS – future action	Measures of success
6	Issues of international significance and application being researched by Faculty	Individual and group achievements	<ul style="list-style-type: none"> – Needs the School to establish its research agenda <ul style="list-style-type: none"> ○ Audit of existing research activity ○ Ongoing discussion with professoriate and discipline areas – Will need funding and other resources to underpin the School's research priorities <ul style="list-style-type: none"> ○ Position the School to make a research based application for UWA strategic funding, for Federation Fellows etc 	<p>Widespread external recognition of the School's research strengths</p> <p>Increase in international funding for research Increased University strategic funding</p>
7	Research being undertaken with academics overseas	Individual linkages and cooperation	<ul style="list-style-type: none"> – Needs international conference participation and staff exchanges – Needs strong institutional partnerships (see 3 above) 	<p>Increasing level of staff exchange (esp with institutional partners), (only a short term measure of success)</p> <p>Increasing level of international conference participation</p> <p>Increasing level of research output esp joint publications in international journals; books etc</p> <p>School regularly hosts successful research conferences attracting international academics (and business/government participants)</p>
8	Funding from international sources (companies, international government organisations etc)	Funding from international companies based in Perth	<ul style="list-style-type: none"> – Will be consequent upon a good research performance – Will be consequent upon engagement with industry etc about research activity eg through 'town and gown' seminars, consultancy, web-based and other forms of dissemination 	<p>Increase in international funding for research, esp from corporate sector</p> <p>University strategic funding</p> <p>Increasing consultancy in international companies</p>

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Operational objective I

Operational Priorities Plan 2006-2008 – Internationalisation
 Strategic Objective: To ensure the School is positioned internationally to maximise its potential as a research-intensive School

Operational Objectives #1: To ensure the School is known internationally for its research
 (its research activity and reputation)

Strategies	Key Initiatives	Comments
<input type="checkbox"/> Develop the School's intellectual capital		<input type="checkbox"/> As an integral part of the School's research strategy <input type="checkbox"/> reward internationally focused and collaborative research through the research points allocation
<input type="checkbox"/> Promote the School's research expertise	<input type="checkbox"/> Develop research awareness strategies including <ul style="list-style-type: none"> <input type="checkbox"/> Published output (particularly international research) 	<input type="checkbox"/> As an integral part of the School's research strategy <input type="checkbox"/> As an integral part of the School's communications process <input type="checkbox"/> Own School publications? <input type="checkbox"/> More books being written?
	<input type="checkbox"/> Established research foci	<input type="checkbox"/> Key decision to be made as part of School research strategy - research foci to have an international orientation - resource, recruiting and funding implications
	<input type="checkbox"/> Attendance at international conferences	<input type="checkbox"/> Funding implications
	<input type="checkbox"/> University promotion of School's research	<input type="checkbox"/> As part of communication strategy
	<input type="checkbox"/> School establishes own international research & gown conference	<input type="checkbox"/> Develop the (ANU) Econs, minerals or leadership conferences? <input type="checkbox"/> Conferences based on any School research foci <input type="checkbox"/> competitive allocation of funds for conferences, seminars etc, and for visiting international academics (in addition to the Alcoa program)

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The School: its learning environment and outcomes

Our research would inform our teaching and so equip our students to show leadership in managing the vagaries and opportunities of international business. The students' learning experience would be international, through what they are taught, through the diversity of their fellow students and through opportunity to study overseas. School staff would be involved in teaching programs at other leading business schools around the world.

Our graduates would form a strong international alumni network across the globe. Participating in such a network will assist our graduates to maintain their networks and further their careers as well as continuing their commitment to the School in practical ways.

	Characteristics of an international school	UWABS – current situation	UWABS – future action	Measures of success
9	Program outcomes prepare students for international employment	Wide ranging but unit/discipline based international content	<ul style="list-style-type: none"> - Needs review of degree outcomes <ul style="list-style-type: none"> o Review of curriculum content (planned) o Benchmarking of program content - International study tours 	Strong local and international demand for programs which permits increasing entry standards and fees Successful annual tours (2 pa?)
10	High level of student exchange	Organisational framework in place	<ul style="list-style-type: none"> - Needs ongoing commitment of admin resources - Needs constant upgrading of exchange partners 	Successful student exchanges and study tours leading to an established joint program with excess student demand Increasing number of student exchanges with top ranked schools
11	Diverse student body	No single overseas group dominates the class room	<ul style="list-style-type: none"> - Needs continuation of broadly based marketing; web site is critical 	
12	Joint programs with a small number of significant schools around the world	No such programs; research into program opportunities being undertaken	<ul style="list-style-type: none"> - Needs a strong domestic full time p/graduate program, either general management program eg MBA or programs related to the School's research agenda <ul style="list-style-type: none"> o Student exchange and study tours as a preliminary step 	Strong full time p/grad program An established joint program with excess student demand
13	Students employed internationally	(Inadequate information)	<ul style="list-style-type: none"> - Needs students to have had a sufficiently positive UWABS experience that they maintain contact - Needs strong alumni support (see 4 and 6 above) 	Increasing level of interaction with alumni, particularly those overseas
14	Overseas companies involved in UWABS Executive Programs	Beginning to occur; is part of Exec Programs strategy	<ul style="list-style-type: none"> - Promotion of School's research leadership (see 'Research') and management development expertise - Needs Faculty to be willing and available to participate in Executive Programs 	Increasing consultancy in international companies Financially successful internationally attractive Executive Programs in Perth and offshore

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Operational objective 3

Operational Priorities Plan 2006-2008 ⁵ Internationalisation		
Strategic Objective: To ensure the School is positioned internationally to maximise its potential as a research-intensive School		
Operational Objectives #3: To ensure the School is known internationally for its programs (its learning environment and outcomes)		
Strategies	Key Initiatives	Comments
<input type="checkbox"/> Strengthen exchange programs	<input type="checkbox"/> Strengthen School support for exchange students <input type="checkbox"/> Review u/graduate timetabling <input type="checkbox"/> Improve web site interfaces within UWA	<input type="checkbox"/> As part of programs, student experience <input type="checkbox"/> Administrative resources implications <input type="checkbox"/> Curriculum review* to specifically review barriers to exchange study <input type="checkbox"/> Continued liaison with International Centre over web site and exchange program administration
<input type="checkbox"/> Establish strong and internationally attractive study tours, intensive programs	<input type="checkbox"/> Explore a Europe-Asia-N America joint program <input type="checkbox"/> Establish an annual overseas study tour	<input type="checkbox"/> Requires a full time MBA <input type="checkbox"/> Requires funding for developing the program <input type="checkbox"/> Initially postgrad, extending to u/grad; India and/or S E Asia; corporate sponsorship?
<input type="checkbox"/> Ensure any offshore programs promote the School's reputation and research activity		<input type="checkbox"/> As part of programs (these programs must be revenue positive) <input type="checkbox"/> Funding support to initiate offshore research, seminars <p style="font-size: small;">* It is presumed that the curriculum review will ensure that internationally relevant content is fully embedded in all the School's programs, particularly cross disciplinary topics. Similarly it is presumed that recruitment and staff development programs will ensure the growth of appropriate teaching capability within the School.</p>