



MEMORANDUM

To: Vice-Chancellor

Cc: Deputy Vice-Chancellor [Students & Staff]
Vice-Principal & Academic Registrar
Manager International Relations

From: Vice-Principal, University Development

Date: 23 October 2003

Subject: Review of the terms of reference and the structure of the International Programs Committee

1. Purpose

To review the terms of reference and structure of the International Programs Committee to ensure that it continues effectively to meet its role as a subcommittee of the Planning and Budget Committee and reflects changes in structures and activities impinging on the internationalisation objectives of the University.

2. Background

Since the last reconfiguration of the International Programs Committee changes have been made to some of arrangements for handling international activities of the University. These changes include:

- i) the transfer of the Marketing and Recruitment Offshore function from the University Development Division to the Academic Services Division and the reconfiguration of some units international student support,
- ii) the reconstitution of the governance arrangements for the Melbourne Institute of Asian Languages and Societies including the proposed establishment of the Melbourne Asia Board,
- iii) the formalisation of the operations of the Associate Deans International Forum, and
- iv) the establishment of Melbourne University Private Limited as a separate University

At various times during the deliberations on each of these changes the desirability of re-examining the terms of reference and membership of the IPC also has been considered. It was agreed to defer a review of the Committee until the completion of the review of the Melbourne Institute of Asian Languages and Societies. Reconfiguration of the International Programs Committee's TOR and membership now would allow not only these changes to be taken into account comprehensively, but also to reflect the significant growth and expansion of the University's international activities and the creation of considerable faculty infrastructure to deal with many of the operational elements of these activities over the last six years.

3. Discussion

3.1 Context of the International Programs Committee

The International Programs Committee is a subcommittee of the Planning and Budget Committee. The latter is the primary source of advice to the Council and Academic Board on strategic and operational planning within the University. This advisory role is given effect through the Committee's consideration and endorsement of drafts of the University's strategic plans, operational plans and annual budgets brought forward for its consideration by the Vice-Chancellor. The Planning and Budget Committee also provides advice to the Council and Academic Board on the planning and budgetary implications of academic and

operational programs, including international programs. The Planning and Budget Committee determines the basis for the allocation of course fee income.

3.2 Terms of Reference of the International Programs Committee

The International Programs Committee was established in 1996 as a forum for the development of policy on international matters, with the following terms of reference:

- *To develop and monitor the implementation of an International Plan for the University in the context of the University's Strategic Plan.*
- *To provide a forum for the coordination of the University's international activities and to maximise their effectiveness.*
- *To provide policy and strategic advice on international matters including:*
 - *priority countries and priority activities*
 - *the international student program and related matters*
 - *liaison with international and internationally focused organisations such as IDP, AEI, and AusAID*
 - *international projects, short courses and consultancies*
 - *international linkages*
 - *international promotion*
 - *international developments and trends likely to impact upon the University's international programs.*
- *To make recommendations on resource allocation to support the University's internationalisation objectives.*
- *To report to the University through the Planning and Budgets Committee on progress towards achieving its international objectives, specifically on: international student programs, international linkages, including research collaboration, international curriculum and cross-cultural issues.*

In many ways the terms of reference of the Committee remain current, but it is appropriate to propose their refinement to consolidate the Committee's role as a subcommittee of the Planning and Budget Committee; take into account the structural changes and growth in the University's international activities since the inception of the Committee in 1996.

Proposed terms of reference:

- *To provide advice to the Planning and Budget Committee on the development of the international elements of the University's Strategic and Operational Plans;*
- *To provide advice to the Planning and Budget Committee on the development of initiatives to give effect to the University's internationalization strategy;*
- *To monitor implementation of the internationalization strategy and report to the Planning and Budget Committee on progress towards achieving the University's international objectives;*
- *To review policy and provide strategic advice to the Planning and Budget Committee on international matters including -*
 - *the development and implementation of an Internationalization Plan*
 - *the development and implementation of the University's International Market Analysis and Student Recruitment Plan;*
 - *the development and implementation of a series of country/region specific plans for academic, community and entrepreneurial engagement; and*

- *the establishment and cyclical review of bilateral and multilateral institutional agreements for academic cooperation and exchange;*
- *To monitor and to advise on international developments and trends likely to impact upon the implementation of the University's international programs and achievement of its international objectives.*

3.3 Proposed Subcommittees of the International Programs Committee

It would be appropriate for the International Programs Committee to establish such standing subcommittees as it considers appropriate to meet its purpose.

During 2001, the Associate Deans International of the faculties were brought together by the then International Programs Office, as an informal forum to discuss the provision of educational services internationally by the University. Following the restructuring of the International Programs Office in 2002, the forum took on the role as the Vice-Principal and Academic Registrar's consultative group for international student marketing and recruitment plans and operations. It is proposed that the Forum of Associate Deans International be formally constituted as a standing subcommittee of and report to the International Programs Committee.

3.4 Membership of the Committee

The International Programs Committee is currently constituted as follows;

- A nominee of the Vice-Chancellor who chairs the Committee
[Currently : Deputy Vice-Chancellor (Staff and Students)]
- Deputy Vice-Chancellor (Staff and Students)
- Deputy Vice-Chancellor (Research)
- Two Deans nominated by the Vice-Chancellor
[Currently : Professor Ruth Fincher, Dean of Architecture, Building and Planning & Professor Warren Bebbington, Dean of Music]
- Two members of the Academic Board
[Currently: Professor Liz Sonenberg, Head of Information Systems & Professor Merle Ricklefs, Director, Melbourne Institute of Asian Languages and Societies]
- Vice-Principal, University Development
- Vice-Principal and Academic Registrar
- President, Melbourne University Student Union
- President, Melbourne University Overseas Student Service
- Up to four co-opted members
[Currently : Mr David Lloyd, Managing Director of Melbourne University Private & Professor Arie Freiberg, A/Dean of Arts]
- Up to two additional women members
[Currently : Professor Gillian Triggs, Professor of Law & Ms Jenny McGregor, Director, Asialink]

It is proposed that a smaller membership be established taking into account:

- the role of the International Programs Committee as a strategic subcommittee of the Planning and Budget Committee,
- the formalization of the Forum of Associate Deans International as a subcommittee of the International Programs Committee,
- the reconstitution of governance arrangements for the Melbourne Institution of Asian languages and Societies
- the anticipated establishment of the Melbourne Asia Board
- the establishment of Melbourne University Private as a separate university

- o the existence of the International Students Consultative Committee and the opportunity for the Vice-Principal and Academic Registrar to bring forward from that forum to the International Programs Committee such matters as are needed to be addressed by the Committee.

The proposed membership is:

Vice-Chancellor or nominee as chair of the Committee
 Deputy Vice-Chancellor (Research)
 Deputy Vice-Chancellor (Academic)
 Deputy Vice-Chancellor [Students & Staff]
 President of the Academic Board or nominated Board officer
 Two Deans of faculties nominated by the Vice-Chancellor
 An Associate Dean International nominated by the Vice-Chancellor
 Vice-Principal, University Development
 Vice-Principal and Academic Registrar

3.5 Operation of the International Programs Committee

The Secretariat for the Committee will continue to be provided by the International Relations Office.

It is proposed that the Committee meet four times annually, as it currently does, with the timing of meetings aligned to the planning and budgetary cycle of the University, with meetings to be held in the later part of the month for March, May, September, and November. The meetings in March and May would provide the opportunity for appropriate consideration of issues for deliberation at the Annual Planning and Budgetary Conference of the Planning and Budgetary Committee, with the commencement of the forward planning processes at the September meeting. The November meeting provides the opportunity to consider final operational programs for the forthcoming year.

3.6 I have discussed these matters with the Deputy Vice-Chancellor [Students & Staff] and Vice-Principal and Academic Registrar and they support the proposed arrangements.

Recommendation

It is recommended

- that the terms of reference of the International Programs Committee be revised as set out in 3.2 above
- that the composition of the International Programs Committee be restructured as set out in 3.4 above,
- and that the Forum of Associate Deans International be established as a standing subcommittee of the International Programs Committee, and
- These recommendations be submitted to the Planning and Budget Committee for consideration.



Roger Peacock
 Vice-Principal, University Development

rppap03.51IPCTOR

References :

- Regulation 17.1.R11, Planning and Budget Committee, made under Statute 17.1, 1 April, 1996.
- Organisational Chart, Planning and Budget Committee and Subcommittees
- Terms of Reference for the International Programs Committee, set in June, 1996.