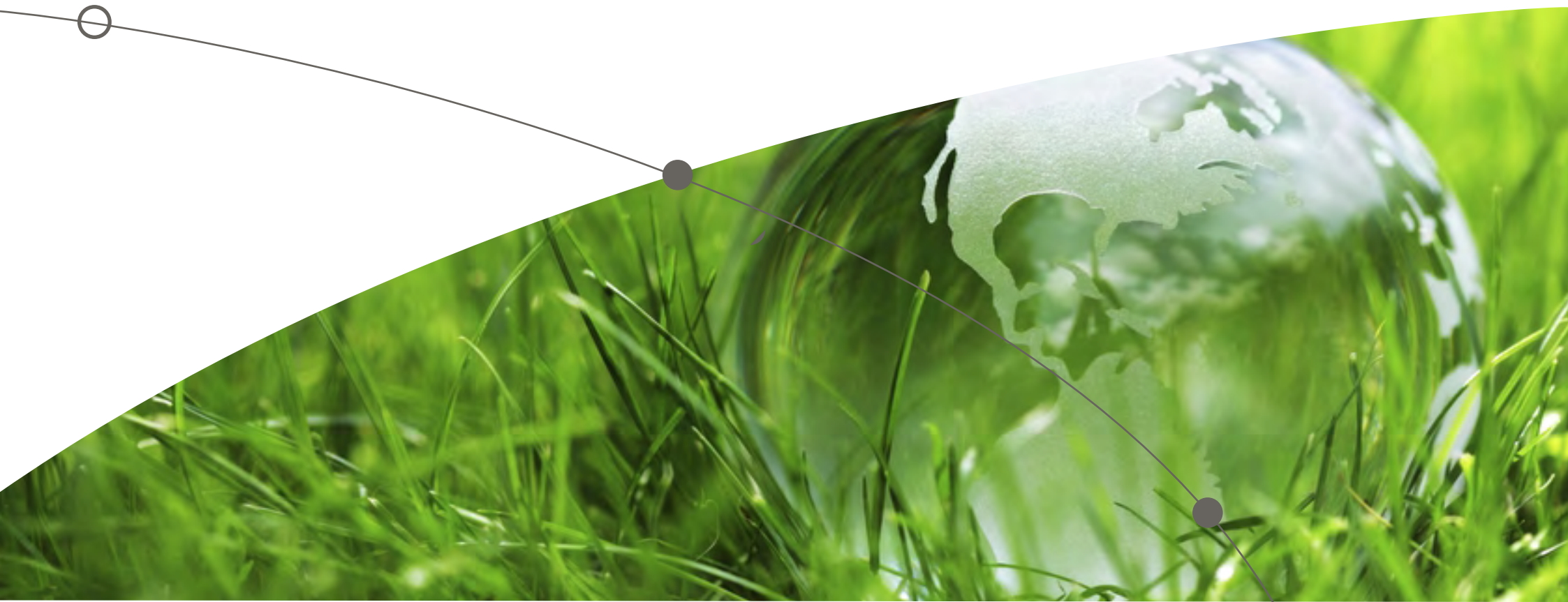
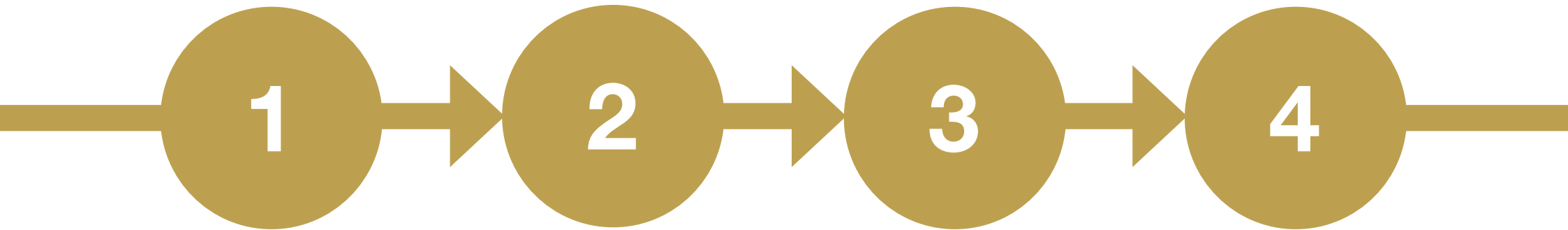


PARTNER ENGAGEMENT STRATEGY 2018 - 2021

Document last updated July 2020



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1. STRATEGIC CONTEXT

Partnering for innovation and impact

The University of Queensland's Global Strategy is geared towards becoming Australia's most globally connected university to maximise our global impact, reach and profile. It directly supports the UQ Strategic Plan 2018 - 2021, which places explicit focus on "collaborative partnerships to connect and co-create", emphasising that productive global partnerships are at the core of UQ's teaching and research endeavours, and underpin the success of UQ's vision of providing "knowledge leadership for a better world".

While the concept of partnerships touches on nearly all of the Strategic Plan's focus areas, it is most explicitly captured in the following:

- Transforming our student experience through a flexible, integrated and partnered learning environment
- Enhancing our high quality research by improving our capacity to collaborate to achieve greater impact
- Building engaged and strategic partnerships with a broad range of local and global networks

These focus areas will guide the Partner Engagement Strategy under the second iteration of the UQ Global Strategy Framework 2018– 2021.

The University of Queensland's Partner Engagement Strategy ensures a cohesive and coordinated approach to collaboration with international partners in order to achieve our strategic objectives.

In 2015, an ambitious plan for consolidating UQ's global university partner network was developed, along with a targeted approach to engagement. Significant progress has since been made in identifying key partners and priorities, and forging strong partnership initiatives. Building upon these foundations, this plan reflects achievements to date including a refined focus on select partnerships earmarked for success, and additional mechanisms to support implementation. Furthermore, mirroring broader portfolio changes across the University, efforts to broaden the scope of UQ's Partner Engagement Strategy to encompass government and industry partners will become an important focus.

A key element of the **UQ Global Strategy**, the Partner Engagement Strategy will:

- derive and deliver maximum value from and to partners;
- allow more effective planning and allocation of resources;
- enhance partnership and stakeholder collaboration across UQ's portfolios;
- allow measurement of the impact of partnership initiatives;
- leverage partnerships to continue to strengthen UQ's global impact and brand;
- improve external awareness of the value of partnering with the university and the impact and outcomes of collaboration.

As with its predecessor, this plan adopts a targeted approach as a means to more effectively resource and grow productive and mutually beneficial partnerships, recognising it is only possible to do so with a select number of premier partners. The Partner Engagement Strategy provides the guidelines for how the university will resource and engage with its institutional partners over the next four years.

2. PRIORITY PARTNERSHIP FRAMEWORK

The Priority Partnership Framework elevates and prioritises key strategic partnerships that have potential for wide-reaching benefits through centralised resourcing and coordination.

The Priority Partnership Framework has not been designed to limit individual collaboration or faculty priorities, but rather to elevate and prioritise key strategic partnerships that have potential for wide-reaching benefits through centralised resourcing and coordination. Existing and new collaborations between researchers and groups at all levels of the university will continue to be encouraged.

Partnership Classification

The Partner Engagement Strategy implements an approach to assessing the current and potential value of university partners. It classifies institutions as ‘premier’, ‘emerging premier’, ‘core’ or ‘niche’ based on the criteria as below. The partnership lists all partners with whom there is a formal agreement in place at central university (rather than faculty) level. In some instances, UQ maintains a partnership with an overall system, such as the University of California. In this case, those specific institutions with whom UQ has core level engagement have been identified under the listing, and therefore not all institutions within the system are captured. A current partner classification list is attached as an appendix, and this will be updated annually.

Premier Partners

The identification of premier partners is based on a combination of factors and has been **agreed upon in consultation with the University Senior Management Group** on the basis of:

- current and potential engagement across learning, discovery and engagement pillars
- research strengths and breadth
- global rankings
- geographic location
- ambition and desire to work with UQ
- broad potential to support UQ’s strategic aspirations.

Engagement objectives with the premier partners are coordinated centrally and are driven by the UQ Senior Management Group and through the University’s International Committee.

Premier partnerships are operationalised through the development and delivery of **3 year Strategic Partnership Proposals**, developed by Global Engagement in consultation with the relevant stakeholders at each institution. The Proposals provide a roadmap for each partnership through clearly identified priority areas, agreed-upon

activities across Learning, Discovery and Engagement pillars, and anticipated mutually beneficial outcomes. Information about past projects and visits is also captured in the Strategic Proposals, so there is a shared understanding of champions at both institutions and previous discussion points.

Each partnership is different, but in general, the implementation of the Strategic Partnership Proposals may be supported by:

- **Access to Global Strategy and Partnerships Seed Funding Scheme** – preferably a joint fund developed in consultation with the partner as part of the Strategic Partnership Proposal.
- **Prioritised student mobility** with scholarships to support exchange for coursework and research students.
- **Annual or bi-annual visits** by members of the Senior Executive as part of UQ’s mission schedule.
- **Annual Partner Impact Report** and dedicated high-level communications to showcase outcomes and impact of initiatives and identify priorities for the coming year.

Emerging Premier Partners

Emerging premier partners **have been earmarked for potential premier partner status**, however the partnership requires some nurturing and a broadening of engagement before it can be classed as such. Emerging Premier Partners will receive central support in terms of access to the Seed Funding Scheme and may have Strategic Partnership Proposals developed to guide the direction in order to elevate the partnership.

Core Partners

Core partners are **integral to the University's day-to-day business across learning, research and engagement** and incorporate a number of key Faculty and Institute partners as well as many consortia partners (U21 and edX).

Engagement is driven and resourced primarily at the Faculty or Institute level. As these partnerships contribute significantly to UQ's student recruitment, publication and research efforts, and student mobility activities, support will continue to be provided centrally for expanding agreements, hosting incoming delegations, participating in joint research/academic symposia and monitoring outcomes of collaboration.

Niche Partners

Engagement with partners is focused on a **limited range of activities that support specific areas of the University**. The majority of current student exchange and study abroad partnerships fall into this category.

Engagement is driven by the relevant School or Unit. As UQ extends collaboration with premier and core partners, it is anticipated that a gradual reduction in the number of niche partners would result.

Enabling Partners

Engagement with enabling partners is focused on building **pathway program opportunities** to UQ, including articulations, capacity building and visits.

Enabling partners are eligible to receive UQ Enabling Partners Scholarship. Engagement is primarily nurtured by faculties, Global Engagement and Entrepreneurship, and the Future Students team.



3. MONITORING AND EVALUATION

Annual Reporting

Drawing on the indicators of the Partner Engagement Framework, the Global Engagement Office prepares an annual report for the International Committee to track outcomes and evaluate the effectiveness of premier partnerships. The report also maps focus areas for the following year and the resources required to achieve the agreed key performance indicators. Recommendations on new strategic partnerships and initiatives, as well as advice on emerging issues, will also be provided.

There are two international frameworks used to track and measure international performance.



**PARTNER
ENGAGEMENT
FRAMEWORK**



**COUNTRY
ENGAGEMENT
FRAMEWORK**

The Partner Engagement Framework (PEF) measures and benchmarks engagement with international partners based on 17 learning, discovery, and engagement indicators. The PEF includes 418 universities from 49 countries, providing a framework to identify highly engaged partners, track engagement against the original agreement, and provide a basis for renewing agreements.

The PEF measures engagement across:

- Student exchange
- Study abroad
- Undergraduate
- Postgraduate coursework
- Sponsored students
- Research higher degree
- Publications
 - Engineering and Technology
 - Life Sciences
 - Physical Sciences
 - Clinical Health
 - Arts And Humanities
 - Social Sciences
- Project collaborations
- Academic staff with a qualification from the partner

Country Engagement Framework

The Country Engagement Framework (CEF), provides a consolidated view of UQ's international performance by country. The CEF includes over 180 countries, measuring performance and engagement across 17 learning, discovery, and engagement indicators. The CEF allows the University to measure performance by country and provide quantitative information to guide, inform and track country strategies.

The CEF measures engagement across:

- Institute of Continuing and TESOL Education
- UQ International Development
- Student exchange
- Study abroad
- Undergraduate
- Postgraduate coursework
- Sponsored coursework
- Tuition fees
- Research Higher Degree (RHD)
- Sponsored RHD students
- Joint publications
- Research funding
- Project collaborations
- Alumni
- Philanthropy
- Academic staff by country of birth
- Agreements

4. APPENDIX

This list incorporates whole of university agreements and/or strategic partners reflected in the UQ International Agreements database as of July 2020, and is updated annually. Partner classifications may change as engagement initiatives are implemented. Additional government, industry, research, faculty or unit-level agreements are in place with a number of partners to support specific activities including recognition of prior learning, however these are not captured here. For a full list of central and faculty agreements, please refer to the current International Agreements list via the staff intranet.

PREMIER PARTNERS	CORE PARTNERS <small>*Are also enabling partners</small>			
<p>Brazil</p> <ul style="list-style-type: none"> Sao Paulo State University <p>China</p> <ul style="list-style-type: none"> Southern University of Science and Technology <p>Denmark</p> <ul style="list-style-type: none"> Technical University of Denmark <p>Germany</p> <ul style="list-style-type: none"> The Technical University of Munich <p>India</p> <ul style="list-style-type: none"> Indian Institute of Technology Delhi <p>Indonesia</p> <ul style="list-style-type: none"> University of Indonesia <p>Singapore</p> <ul style="list-style-type: none"> Nanyang Technological University <p>United Kingdom</p> <ul style="list-style-type: none"> University of Exeter <p>United States</p> <ul style="list-style-type: none"> Emory University 	<p>Austria</p> <ul style="list-style-type: none"> The University of Graz University of Vienna <p>Belgium</p> <ul style="list-style-type: none"> KU Leuven Universite libre de Bruxelles <p>Brazil</p> <ul style="list-style-type: none"> University of Sao Paulo <p>Canada</p> <ul style="list-style-type: none"> McGill University University of Toronto <p>Chile</p> <ul style="list-style-type: none"> Catholic University of the North <p>China</p> <ul style="list-style-type: none"> Beijing Foreign Studies University Beijing International Studies University Beijing Normal University Chinese Academy of Sciences Chinese Academy of Social Sciences Chongqing University East China Normal University Fudan University Guangdong University of Foreign Studies Harbin Institute of Technology Nanjing University Northeastern University Peking University Renmin University of China Shanghai Jiao Tong University South China University of Technology Sun Yat-sen University 	<ul style="list-style-type: none"> Tianjin University Tsinghua University University of Chinese Academy of Sciences University of Science and Technology Beijing University of Science and Technology of China Wenzhou Medical University Xi'an Jiaotong University Zhejiang University <p>Denmark</p> <ul style="list-style-type: none"> University of Copenhagen <p>France</p> <ul style="list-style-type: none"> Ecoles Centrales Group ESSCA School of Management Paris Institute of Political Studies SKEMA Business School <p>Germany</p> <ul style="list-style-type: none"> Eberhard Karls University of Tübingen Forschungszentrum Jülich Humboldt University of Berlin Justus Liebig University Giessen Karlsruhe Institute of Technology Ludwig Maximilian University of Munich Technical University of Berlin University of Freiburg University of Mannheim <p>Hong Kong</p> <ul style="list-style-type: none"> The University of Hong Kong <p>India</p> <ul style="list-style-type: none"> Amity University* 	<ul style="list-style-type: none"> Birla Institute of Technology and Science, Pilani* Indian Institute of Management Bangalore Indian Institute of Technology Bombay Indian Institute of Technology Kharagpur Jawaharlal Nehru University Manipal Academy of Higher Education* Shiv Nadar University* Symbiosis International (Deemed University)* Tata Institute of Fundamental Research Thapar Institute of Engineering & Technology* <p>Indonesia</p> <ul style="list-style-type: none"> Gadjah Mada University Indonesian Institute of Sciences IPB University <p>Ireland</p> <ul style="list-style-type: none"> Trinity College Dublin, The University of Dublin University College Dublin <p>Italy</p> <ul style="list-style-type: none"> Catholic University of Sacred Heart Polytechnic University of Milan <p>Japan</p> <ul style="list-style-type: none"> Keio University Kwansei Gakuin University Kyoto University Kyushu University National Institute for Materials 	<ul style="list-style-type: none"> Science Osaka University RIKEN Brain Science Institute University of Tokyo University of Tsukuba Waseda University <p>Malaysia</p> <ul style="list-style-type: none"> HELP University INTI International University & Colleges Taylor's University <p>Mexico</p> <ul style="list-style-type: none"> Monterrey Institute of Technology and Higher Education <p>Netherlands</p> <ul style="list-style-type: none"> University of Amsterdam <p>New Zealand</p> <ul style="list-style-type: none"> The University of Auckland <p>Norway</p> <ul style="list-style-type: none"> Norwegian University of Science and Technology Norwegian School of Economics University of Bergen University of Oslo <p>Oman</p> <ul style="list-style-type: none"> Sohar University <p>Republic of Korea</p> <ul style="list-style-type: none"> Korea Advanced Institute of Science and Technology Korea University Seoul National University Yonsei University <p>Singapore</p>
EMERGING PREMIER PARTNERS				
<p>Belgium</p> <ul style="list-style-type: none"> Ghent University <p>Canada</p> <ul style="list-style-type: none"> The University of British Columbia <p>Chile</p> <ul style="list-style-type: none"> Pontifical Catholic University of Chile <p>China</p> <ul style="list-style-type: none"> Jilin University <p>France</p> <ul style="list-style-type: none"> University of Paris-Saclay <p>Hong Kong</p> <ul style="list-style-type: none"> The Chinese University of Hong Kong <p>Switzerland</p> <ul style="list-style-type: none"> University of Zurich <p>United States</p> <ul style="list-style-type: none"> University of Washington, Seattle 				

CORE PARTNERS cont.

- National University of Singapore
- Stanford University
- Texas A&M University
- The California State University
- The University of Texas at Austin
- University of California
- University of California Education Abroad Program
- University of Maryland
- University of Wisconsin-Madison
- University of Virginia
- Washington University in St. Louis
- Vietnam
 - Hanoi Medical University
 - Hanoi University of Science and Technology
 - Ho Chi Minh City University of Technology
 - Ministry of Agriculture and Rural Development
 - Nong Lam University
 - University of Foreign Languages, Hue University
 - Vietnam National University, Hanoi
 - Vietnam National University Ho Chi Minh City
 - VinUniversity
- Sweden
 - Lund University
 - Uppsala University
- Switzerland
 - University of Lausanne
- Taiwan
 - National Chengchi University
 - National Cheng Kung University
 - National Taiwan University
- Thailand
 - Chulalongkorn University
 - Mahidol University
- Turkey
 - Bogazici University
 - Koc University
- United Kingdom
 - Imperial College London
 - Loughborough University
 - Queen Mary University of London
 - The University of Edinburgh
 - The University of Manchester
 - University College London
 - University of Bath
 - University of Birmingham
 - University of Bristol
 - University of Glasgow
 - University of Leeds
 - University of Nottingham
- United States
 - Dickinson College
 - Kansas State University
 - Princeton University
 - Purdue University
 - Rutgers, The State University of New Jersey

NICHE PARTNERS

- Austria
 - Medical University of Graz
- Brazil
 - Federal University of Minas Gerais
 - Federal University of Parana
 - Federal University of Vicosa
- Canada
 - HEC Montreal
 - Queen's University
 - University of Alberta
 - University of Calgary
 - University of Manitoba
 - University of Saskatchewan
 - University of Waterloo
 - Western University
- Chile
 - San Sebastian University
 - University of Chile
 - University of Los Andes
- China
 - Beijing Institute of Technology
 - Beijing University of Chemical Technology
 - Beijing University of Technology
 - Central South University
 - Chang'an University
 - China Agricultural University
 - China Institute of International Studies
 - China University of Geosciences, Beijing
 - China University of Mining and Technology
 - China University of Petroleum-Beijing
 - China University of Petroleum, East China
 - Chinese Academy of Agricultural Sciences
 - Institute of Biophysics, Chinese Academy of Sciences
 - Institute of Electrical Engineering, Chinese Academy of Sciences
 - Institute of Microbiology Chinese Academy of Sciences
 - Institute of Neuroscience, Center for Excellence in Brain Science and Intelligence Technology Chinese Academy of Sciences
 - Dalian Neusoft University of Information
 - Dalian Polytechnic University
 - Dalian University of Technology
 - Dongbei University of Finance and Economics
 - East China University of Political Science and Law
 - East China University of Science and Technology
 - Fuzhou University
 - Guangxi Subtropical Crops Research Institute
 - Guangzhou University
 - Hohai University
 - Huazhong University of Science and Technology
 - Jiangnan University
 - Jiangxi University of Finance and Economics
 - Jiangsu University
 - Macao Institute for Tourism Studies
 - Macao Polytechnic Institute
 - Nanjing Normal University
 - Nanjing Tech University
 - Nanjing University of Science and Technology
 - National Centre for Nanoscience and Technology
 - North China Electric Power University
 - North China Institute of Science and Technology
 - Northeast Normal University
 - Northwestern Polytechnical University
 - Northwest University
 - Qingdao University
 - Shandong University
 - Shanghai University
 - Shanghai University of Finance and Economics
 - Shanghai University of International Business and Economics
 - Shenzhen University
 - State Key Laboratory of Information Engineering in Surveying, Mapping and Remote Sensing, Wuhan University
 - South China Normal University
 - Southwestern University of Finance and Economics
 - The Chinese University of Hong Kong, Shenzhen
 - Tibet University
 - Tongji University
 - University of Electronic Science and Technology of China
 - University of International Business and Economics
 - Wuhan University of Technology
 - Xinhua College of Sun Yat-sen University
- Colombia
 - Pontifical Xavierian University
 - Universidad del Rosario
- Czech Republic
 - Charles University
 - University of Economics, Prague
- Denmark
 - Aarhus University

NICHE PARTNERS cont.

- Copenhagen Business School

Finland

- Aalto University - School of Business

France

- Centrale Marseille
- Centrale Nantes
- CentraleSupélec
- Ecole Centrale Lyon
- ESSEC Business School
- ESTP Paris
- Lille Catholic University
- Lille 2 University of Health and Law
- Lumière University Lyon 2
- Rennes Institute of Political Science
- Toulouse School of Economics
- University of Lorraine

Germany

- Bucerius Law School
- International School of Management Dortmund
- Leuphana University of Luneburg
- Ruhr University Bochum
- WHU-Otto Beisheim School of Management

Hong Kong

- City University of Hong Kong
- The Education University of Hong Kong
- The Hong Kong Polytechnic University

India

- Indian Institute of Management Indore
- Indian Institute of Technology (Indian School of Mines), Dhanbad
- O.P. Jindal Global University
- Yenepoya (Deemed to be University)

Indonesia

- Bandung Institute of Technology
- BINUS University
- Diponegoro University

- Eijkman Institute for Molecular Biology
- Hasanuddin University
- Indonesian International Institute for Life Sciences (i3L)
- Islamic University of Indonesia
- PPM Manajemen
- Prasetiya Mulya Executive Learning Institute
- Raffles College
- Sepuluh Nopember Institute of Technology
- Tadulako University
- University of Brawijaya
- University of Nusa Cendana

Italy

- Bocconi University
- Politecnico di Torino

Japan

- Fukushima University
- Hiroshima University
- Hitotsubashi University
- International Christian University
- Jikei Gakuen
- Kobe University
- Kochi University
- Komazawa University
- Kumamoto University
- Kyoto University of Foreign Studies
- National Institute of Informatics
- Nippon Veterinary and Life Science University
- Ritsumeikan University
- Showa Women's University
- Sophia University
- The Jikei University School of Medicine
- The University of Kitakyushu
- Toyo University

Malaysia

- DISTED College

Mexico

- Universidad de las Americas,

Puebla

Morocco

- Mohammed VI Polytechnic University

Netherlands

- Delft University of Technology
- Maastricht University
- University of Groningen
- Utrecht University
- Vrije Universiteit Amsterdam

Norway

- Bjorknes University College
- Kristiania University College
- Norwegian School of Sport Sciences

Papua New Guinea

- The Papua New Guinea University of Technology

Peru

- Peruvian University of Applied Sciences
- University of Lima

Philippines

- Ateneo de Manila University
- International Rice Research Institute
- University of Philippines Manila

Poland

- SGH Warsaw School of Economics

Portugal

- Catholic University of Portugal

Republic of Korea

- Busan University of Foreign Studies
- Chungnam National University
- Ewha Womans University

Russia

- Lomonosov Moscow State University
- Saint Petersburg State University

Saudi Arabia

- King Faisal University

Singapore

- Singapore Management University

Solomon Islands

- Solomon Islands National University

South Africa

- Tshwane University of Technology
- University of Cape Town

Spain

- CEU San Pablo University
- Comillas Pontifical University
- IE University
- Pablo de Olavide University
- Pompeu Fabra University
- University of Salamanca

Sri Lanka

- University of Colombo

Sweden

- KTH Royal Institute of Technology
- Stockholm University

Switzerland

- University of St.Gallen

Taiwan

- National Kaohsiung University of Hospitality and Tourism
- National Taiwan University of Science and Technology
- Soochow University
- Tamkang University
- Yuan Ze University

Thailand

- Thammasat University

United Arab Emirates

- Sharjah Research Academy

United Kingdom

- City, University London
- Royal Holloway, University of London
- The University of Sheffield
- University of Surrey
- University of Sussex

United States

- American University
- Arizona State University
- Boston College

- DePauw University
- Georgia Institute of Technology
- Hobart and William Smith Colleges and Union College Partnership for Global Education
- Northeastern University
- Stony Brook University, New York
- The University of Arizona
- The University of North Carolina at Chapel Hill
- Tulane University
- University of Connecticut
- University of Delaware
- University of Florida
- University of Massachusetts Amherst
- University of Pennsylvania
- University of Richmond
- University of South Carolina
- University of Southern California
- University of Wyoming

Vietnam

- Can Tho University
- Health Strategy and Policy Institute
- Hue University
- National Institute of Mining - Metallurgy Science and Technology
- Thai Nguyen University of Agriculture and Forestry

<https://intranet.sharepoint.uq.edu.au/sites/globalengagement>



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