

# UNISQ INTERNATIONAL ROADMAP 2025-2027



## OUR VISION

The UniSQ International Roadmap 2025-2027 outlines our strategic vision for internationalisation, setting clear expectations and objectives for revitalising and growing international student enrolments. At the heart of this strategy is a focus on diversifying our recruitment markets, reducing dependency on any single region, and creating new opportunities for sustainable growth.

Given the current geopolitical landscape, it is crucial for us to strengthen our position in South Asia, while also deepening our engagement with key markets in South-East Asia and China. To support these efforts, UniSQ International has enhanced its in-country teams across these regions, ensuring a consistent, on-the-ground presence with our network agents and institutional partners.

Our direct recruitment strategy will be supported by expanding our partnership activity. UniSQ International will continue to grow its network of top-tier international partners, fostering the development of joint programs, increasing student and staff mobility, and advancing our already robust international research collaborations.

This dual approach of targeted recruitment and strategic partnerships will position UniSQ for continued success in global higher education.

## MEASURING OUR PERFORMANCE

- Our success will be measured by:
- 01. Return commencing international headcount to 1200+ by 2027
  - 02. Diversify student source to decrease ratio of South Asian enrolments (India, Pakistan and Nepal) to 50%
  - 03. Establish five high-quality research partnership agreements
  - 04. Increase active international funding agency partnerships from three to 10. Agreement pipeline includes: Project 89 (Vietnam), DOST (Philippines) and HEC Research (Pakistan)
  - 05. Grow Cotutelle PhD student enrolments from 10 to 25 by 2027
  - 06. Grow outbound student mobility from 90 in 2024 to 200 students by 2027
  - 07. Achieve 30 inbound fee-paying trimester students by 2027
  - 08. Increase inbound study tour revenue from \$600,000 to \$1,000,000
  - 09. Achieve a ratio of 80%/20% On Campus/Online (TNE) international enrolments by 2027
  - 10. Establish new TNE programs (2x China) (2x South-East Asia) (1 x South Asia) (1 x Latin America). Current agreement pipeline includes: Lanzhou University, Beijing Technology and Business University, Beijing Institute of Technology, China Communication University (China), Sri Lanka Institute of Information Technology, SLIIT City University (Sri Lanka), and ITESM (Mexico).
  - 11. Maintain an ongoing SSVF Risk Level of 2



## OUR STRATEGIC PRIORITIES

<b>Maintain South Asia Position</b> Strengthen & sustain our market leadership in South Asia	<b>Grow Non-Award Revenue</b> Drive revenue through inbound study tours, study abroad, & the UIL Foundation Program	<b>Grow Sponsored Enrolments</b> Targeted partnership activity to grow enrolments in markets such as China & the Middle East	<b>Grow South-East Asia Pipeline</b> Expand enrolments through strengthened teams in Vietnam & the Philippines	<b>Grow funding partnerships</b> Forge agreements with government & private agencies to support international study & research training
<b>Maximise Conversion Rates</b> Maintain market-leading response times & high conversion rates	<b>Grow TNE &amp; Articulation</b> Strengthen partnerships in Vietnam, China, and Latin America for TNE & articulation	<b>Leverage Agent Networks</b> Strengthen key agent relationships in South Asia, China, Africa, & South-East Asia	<b>Enhance Research Collaboration</b> Secure funding to grow international research partnerships	<b>Advocate for Policy Change</b> Lead policy reform efforts through the PSCI's role as IEAA President

# STRATEGIC INITIATIVES

Focus	Actions	Outcomes	Status
Direct Recruitment	Strengthen UniSQ's market presence and recruitment capacity	UniSQ has appointed new in-country recruitment staff to have a consistent presence in our key markets and drive quality applications. Two staff members appointed in India and one in Vietnam and the Philippines	Completed
Direct Recruitment	Develop a pipeline of new academic programs	Develop new programs and adapt existing programs in collaboration with the academic division which are attractive to international students	Ongoing
Direct Recruitment	Maintain our market position in South Asia	UniSQ's South Asia recruitment team has shifted to an offshore model with staff in key markets like India and Bangladesh. This approach offers cost-effective agent management, improved application quality, and better support for emerging markets like Sri Lanka, Nepal, and Bangladesh. Despite slow visa processes, application numbers remain strong, and a recent online agent training event attracted 300 counsellors, showing their continued commitment to supporting UniSQ.	Ongoing
Direct Recruitment	Scale up China pipelines	UniSQ has strengthened its relationships with top master agents while expanding its support for smaller agents focusing on specialised programs. Active participation in recruitment fairs in China and Australia, including TIQ events, has driven a notable increase in applications and offers, now at their highest levels since 2019. Pipelines have now branched to TNE and for-fee non award programs.	Ongoing
Direct Recruitment	Scale up South-East Asia agent network	In 2023, UniSQ appointed locally based recruitment staff in Vietnam, leading to a significant increase in Vietnamese applications, the highest since 2019. Building on this success, the university expanded the onshore model to the Philippines to improve agent management and training. Additionally, UniSQ launched localised digital marketing campaigns tailored to regional needs, boosting brand visibility and resonance in Southeast Asia. This targeted approach has resulted in a notable rise in applications and greater brand recognition across the region.	Ongoing
Direct Recruitment	Establish agent network and brand awareness in Africa	UniSQ appointed a dedicated Africa/EU recruitment staff member in 2021, leading to significant growth in its agent network, which expanded from just two agents in 2020 to a dynamic network of active partnerships. Regular online engagement, including webinars and program updates, has been complemented by in-country visits to boost market share and raise brand awareness. Focused efforts on agent training and quality control have helped reduce visa refusals. Additionally, a new partnership with Nigeria's Enugu State Scholarship and Education Loans Board (ESSELB) will attract government-funded students, improving visa approval prospects. The agreement is set to be signed on November 12, 2024.	Ongoing

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Focus	Actions	Outcomes	Status
Direct Recruitment	Re-activate the Middle East sponsorship market and expat channel	Active engagement through market visits, participation in agent events, and close collaboration with Trade and Investment Queensland and Austrade teams in the region has resulted in key successes, including securing the opportunity to host UAE Khotwa scholarship students and being included in the Saudi government scholarship listing. Additionally, applications from expat networks in the UAE are showing promising growth.	Ongoing
Direct Recruitment	Improve international admissions processes	Streamline admissions systems and processes to achieve market leading response times to improve application conversions.	Ongoing
Research	China Scholarship Council Engagement	Following their recent trip to China, the DVC (R&I) and PVC (I) continue to engage closely with the China Scholarship Council to secure high-quality Chinese candidates to study HDR programs at UniSQ.	Ongoing
Research	Australia for ASEAN scholarships	UniSQ has partnered with the Department of Foreign Affairs & Trade to co-fund scholarships to support enrolments in the Master of Research program.	Complete
Research	Deepen collaboration with existing research funding partners	UniSQ International has successfully secured funding to support research collaboration and HDR recruitment through the Foundation for Australia-China Relations/Department of Foreign Affairs & Trade, Maitri Grants, Brazil Water Alliance and the Australia-India Strategic Research Fund.	Complete
Research	Formalise agreement with Higher Education Commission Pakistan	Establish MOU for scholarship between UniSQ and HEC Research	In-Progress
Research	Secure funding under Project 89	Grow HDR enrolments with support of Project 89 which is a Vietnam Government training scheme under Ministry of Education & Training (MoET) in Vietnam	In-Progress
Research	Formalise research agreement in Saudi Arabia	Establish formal agreement with the Saudi Arabian Ministry of Education	In-Progress

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Research	Formalise agreement with Philippines Space Agency	Establish MOU and collaboration with the Philippines Space Agency	In-Progress
Transnational Education	Finalise Lanzhou University joint program	The joint program with Lanzhou University is in the final stages of approval and has moved to the contract stage.	In Progress
Transnational Education	Develop a portfolio of TNE partnership opportunities in key markets	UniSQ is developing a pipeline of TNE programs with additional opportunities currently being explored in China, India, Latin America, Vietnam, and Sri Lanka. It is anticipated that we will finalise two agreements each year between 2025 and 2027.	In Progress
Non-Award	Grow non-award student load and revenue	UniSQ International is working UIL to successfully launch the Foundation pathway program.	In Progress
Non-Award	Grow study tour revenue	Study tours have been a consistent source of revenue for UniSQ and are not subject to the proposed international student cap. UniSQ International is developing new revenue generating custom study tour programs that profile flagship areas of agriculture and aviation/space science.	In Progress
Non-Award	Grow student and staff mobility	Develop a suit of embedded mobility programs that provide student with a range of options study abroad. Improved collaboration with the academic division to grow staff mobility	In Progress