International partnerships
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International partnerships?

• What are they?
• What possibilities are there?
• What might work – what might not?
• What do you need?
• Why do it?
Partnerships

• Public university - public university
• Public university – private university
• Private university – private university
• Public or private university & private company
• University – governments/agencies
• Virtual

Any combination of the above ….

What is a partnership?

• An arrangement where parties agree to cooperate to advance their mutual interests

• An association of two or more persons/organisations engaged in a business enterprise in which the profits and losses are shared proportionally.
What is a partnership?
Joint liability? Limited liability? Joint ventures?
Cooperation, collaboration, joint activities

Legal basis – contract, MOU, exchange of letters etc
BUT some questions need answering …. For example
• What jurisdiction?
• What currency?
• IPR
• What happens in case of divorce?

Some of the vocabulary of partnerships:
Trust, mutuality, win-win, compromise, respect, cross-cultural understanding, networks, relationships, interdisciplinarity, complementarity, agreements, revenue

And then a few more more:
Lawyers, risk, brand-reputation, impatient, delays, distrustful, good money after bad, business class & 5*, server down, exchange rate management,
What activities might international partnerships include?

- Student exchanges including Erasmus, Study Abroad
- Research cooperation
- Faculty & staff exchanges
- Student recruitment
- Transnational education – joint and double degrees
- Curriculum development, student projects
- Development agenda and capacity building
- Holistic, university to university
- Networks

Nigel Thrift Vice Chancellor, Warwick University, UK

‘The next twenty years we’re likely to see big shifts in global influence and structure across all sectors.’

Suggests four chief models of university in the world:

- First: About 30 institutions with prestigious reputations invited to set up boutique operations at no cost eg Yale in Singapore.
- Second: About 50 globally networked research-heavy university ‘systems’ which conduct research and produce graduates across many locations around the world.
• Third: Small specialist - liberal arts colleges, schools of specialist medicine to performing arts.

• Fourth: The rest - institutions doing mass teaching, often have considerable international projection, able to cater for the increasing demand for tertiary education, but limited research capacity.

The Monash-Warwick Alliance offers a new model for research-led institutions to meet the global challenges of the 21st century.

By accelerating the exchange of people, ideas and information and exploiting the opportunities offered by the geography of the two institutions in Europe, Asia-Pacific and Africa, we intend to create a new approach to global higher education.

A key aim of the Alliance is to help meet the increasing student, industry and government demand for universities to produce graduates with a global education, and to undertake research that addresses world-relevant and strategically important problems.
With whom do you partner?

• Institut Teknologi Bandung (ITB)
• Universitas Indonesia
• Beijing Normal University
• National University Singapore
• National University of Malaysia
• Universiti Sains, Penang
• IIT New Delhi
• IIS and IIM Bangalore
• JNU (Jawaharlal Nehru University), New Delhi
• Stanford University
• UC Berkeley
• Chulalongkorn University
• University of Cape Town

Malaysia and foreign partnerships:

Malaysian government is encouraging foreign providers to set up to support their policies of growing a regional education hub and attract 50,000 international students

Foreign campuses:
• Swinburne (Australia)
• Nottingham (UK)
• Monash (Australia)
• Curtin (Australia)
• Manipal (India)
• Newcastle (UK)
• RCS Ireland

Collaborative delivery including:
Over 1,000 TNE relationships
• Sunway University (Australia, US, UK, France)
• HELP UC (Australia)
• Twintech UC (>20)
+ many more
How did you choose your partner?

‘Partnerships can be important but they should be grown for positive rather than negative reasons’

Partnerships:

Why get involved?

Who will benefit?
International partnerships: the virtuous circle of benefits

Who might benefit?
What might be the benefits?

- Students
- Staff
- Wider society
International alliances of universities

- Do they work?
- Who are they for?
- Are they evolving?

Research cooperation

- International co-authored papers have highest impact – citations
- IPR
- Have you ever audited the number of active international research partnerships in your university?
Government led programmes:
From soft power and influence to practical outcomes!

Any good experiences?
Do they work?

• The US – Indonesia programme
• Brazil – Science without borders
• France - India
• UK and UKIERI
• Singapore – Yale (and others)
• Saudi Arabia (KASP)
Private sector partnerships with education companies

• Delivering validated programmes
• Foundation or preparation programmes
• Language training
• Support for marketing and recruitment
Partnerships for programme delivery

- **TNE**
- Supported distance learning, study centres
- Joint & dual (double) degrees – Erasmus Mundus etc

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<thead>
<tr>
<th>Description</th>
<th>Nos</th>
<th>Proportion</th>
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<tbody>
<tr>
<td>At UK international branch campus</td>
<td>12,315</td>
<td>2%</td>
</tr>
<tr>
<td>Registered with UK university studying overseas (not Branch Campus)</td>
<td>86,670</td>
<td>17%</td>
</tr>
<tr>
<td>Registered at overseas partner institutions with degree awarded by UK university</td>
<td>291,595</td>
<td>58%</td>
</tr>
<tr>
<td>Distance learning eg e-delivery and all other forms</td>
<td>113,060</td>
<td>22%</td>
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What are the key elements of a successful partnership?

• Respect and trust between staff
• Commitment to key interests
• Plan for the future
• Good communications – F2F, email, Skype
• Recognition of cultural differences – individual and organisational
• Complementary
• Contracting, agreements, IPR well thought through

Do partnerships fail – and if so why?

• Mismatch between expectations and reality
• Too dependent on one member of staff – not delegated, mainstreamed
• Agreements weak
• Policy agendas of university (ies) changes
• Insufficient resources/revenue available
• ‘Tiredness’ sets in
George Mason University, Among First With an Emirates Branch, Is Pulling Out

In 2005, George Mason became one of the first American universities to open a branch campus in the United Arab Emirates — but in May, it will become the first to close its campus there, never having graduated a single student.

University of NSW forced to close new Singapore campus

The University of NSW has been forced to shut its much-hyped Singapore campus and faces a multi-million-dollar bill just months after opening.

Vice-chancellor Fred Hillmer said the decision to close was necessary after poor enrolments and difficulty in reaching agreement with its partner, the Singapore Economic Development Board.

“The idea was to have a new campus with 10,000-plus students and we could see that was many, many years into the future and it just wasn’t going to happen, and if you look at foreign campuses generally they struggle to get to 3000,” Professor Hillmer said from Singapore last night.

Almost 150 students enrolled at UNSW Asia would be offered a place at its Sydney campus, as well as scholarships to assist with accommodation and travel. More than 100 staff would receive redundancy packages or be offered transfers to Sydney.
Singapore-Hopkins partnership ends in a volley of fault-finding.

Carnegie Mellon Adelaide campus branded a failure

TAXPAYERS have spent more than $236,000 for every student who attends private Carnegie Mellon University in Adelaide.

Inquiries by The Advertiser have revealed at least $39.25 million has been given by taxpayers to the American university to attract only 166 students so far, compared to about $15,000 per student spent at Adelaide and Flinders universities and Uni SA.

Thank you!

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