

# International Strategic Partnerships: A Tool to Advance Internationalization

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# Partnerships



# International Strategic Partnerships

## Current Trends and Best Practices in International Partnership Development

# Internationalization Goals: Wide-Ranging and Macro-Level

## National and Societal Goals:

- ▣ To develop globally competitive, culturally competent leaders and workforce within a nation
- ▣ To advance science and scholarship
- ▣ To serve the international needs and interests of surrounding communities
- ▣ To assist in the spread of markets, spheres of influence

# Internationalization Goals: Wide-Ranging and Macro-Level

## National and Societal Goals:

- ▣ To advance national diplomacy and security
- ▣ To address problems that are global in scope
- ▣ To contribute to international understanding and peace-building
- ▣ To contribute to nation-building
- ▣ To develop capacity in the Global South

# Internationalization Goals: Wide-Ranging and Macro-Level

## Institutional Goals:

- ▣ To prepare all students for globalized lives and professions
- ▣ To keep research and scholarship cutting edge
- ▣ To build/enhance the institution and its programs
- ▣ To engage in new forms of knowledge construction
- ▣ To spread international teaching, research, and engagement across all disciplines
- ▣ To spread the reach/impact of the institution
- ▣ To diversify the student body

# Internationalization Goals: Wide-Ranging and Macro-Level

## Institutional Goals:

- ▣ To generate revenue
- ▣ To market programs overseas
- ▣ To advance institutional ranking, both at home and globally
- ▣ To position the institution in the emerging global system of higher education
- ▣ To develop global citizenship for both students and institution

# Internationalization Goals: Wide-Ranging and Macro-Level

Result:

As the goals of internationalization have broadened, partnerships have become increasingly important



Modern  
universities  
are not  
“Ivory Towers”



# Partnerships in Higher Education



# Growth in Importance of Partnerships



- ❑ ACE 2012 Survey: 90% U.S. doctoral and 50% baccalaureate institutions greatly increased partnership activity over last 5 years



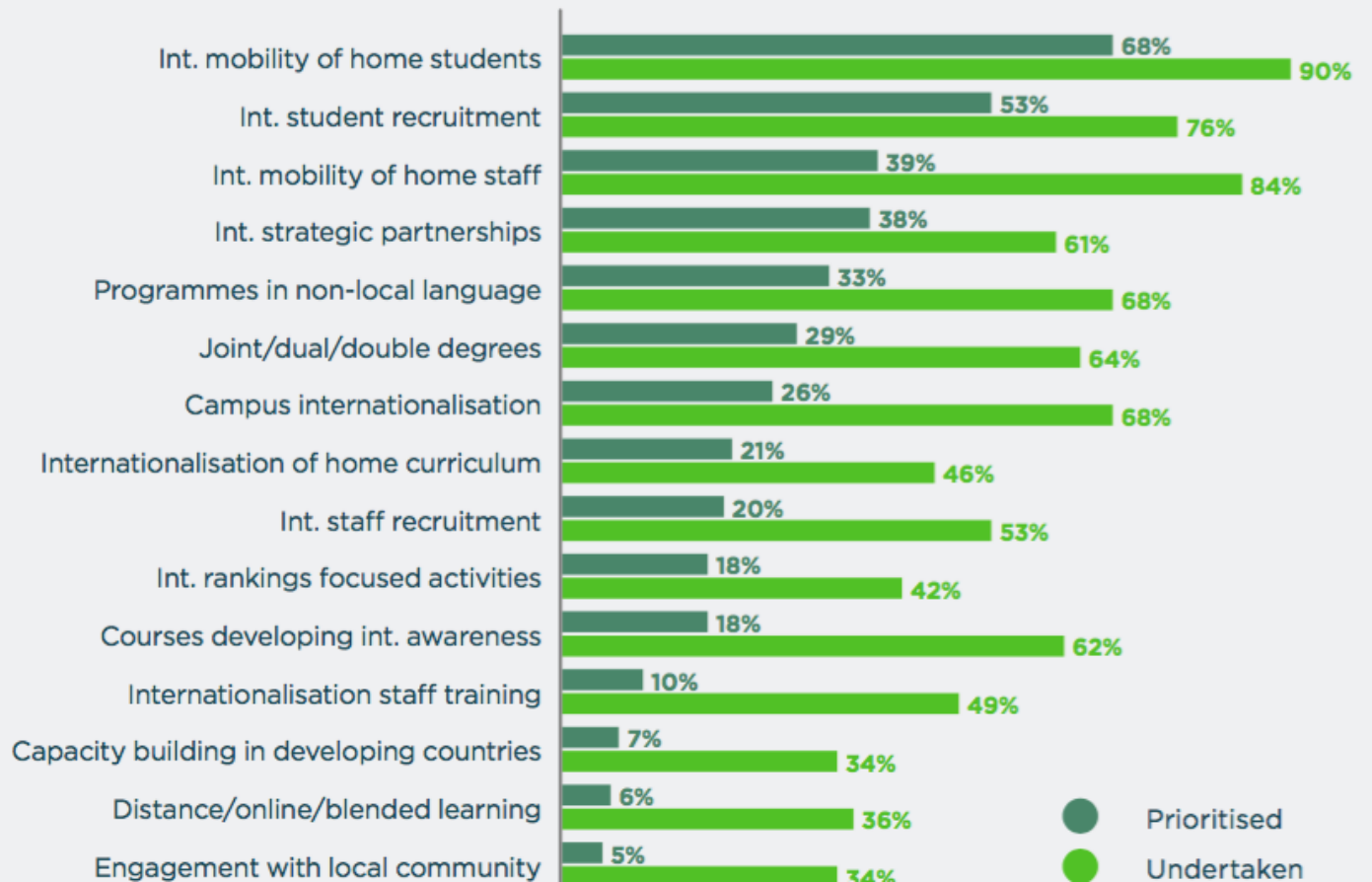
- ❑ IAU 2014 Survey: 75% of institutions worldwide increased funding for exchange and research collaboration over last 3 years



- ❑ EAIE 2015 Barometer: 79% of institutions see partnerships as a central feature of internationalization

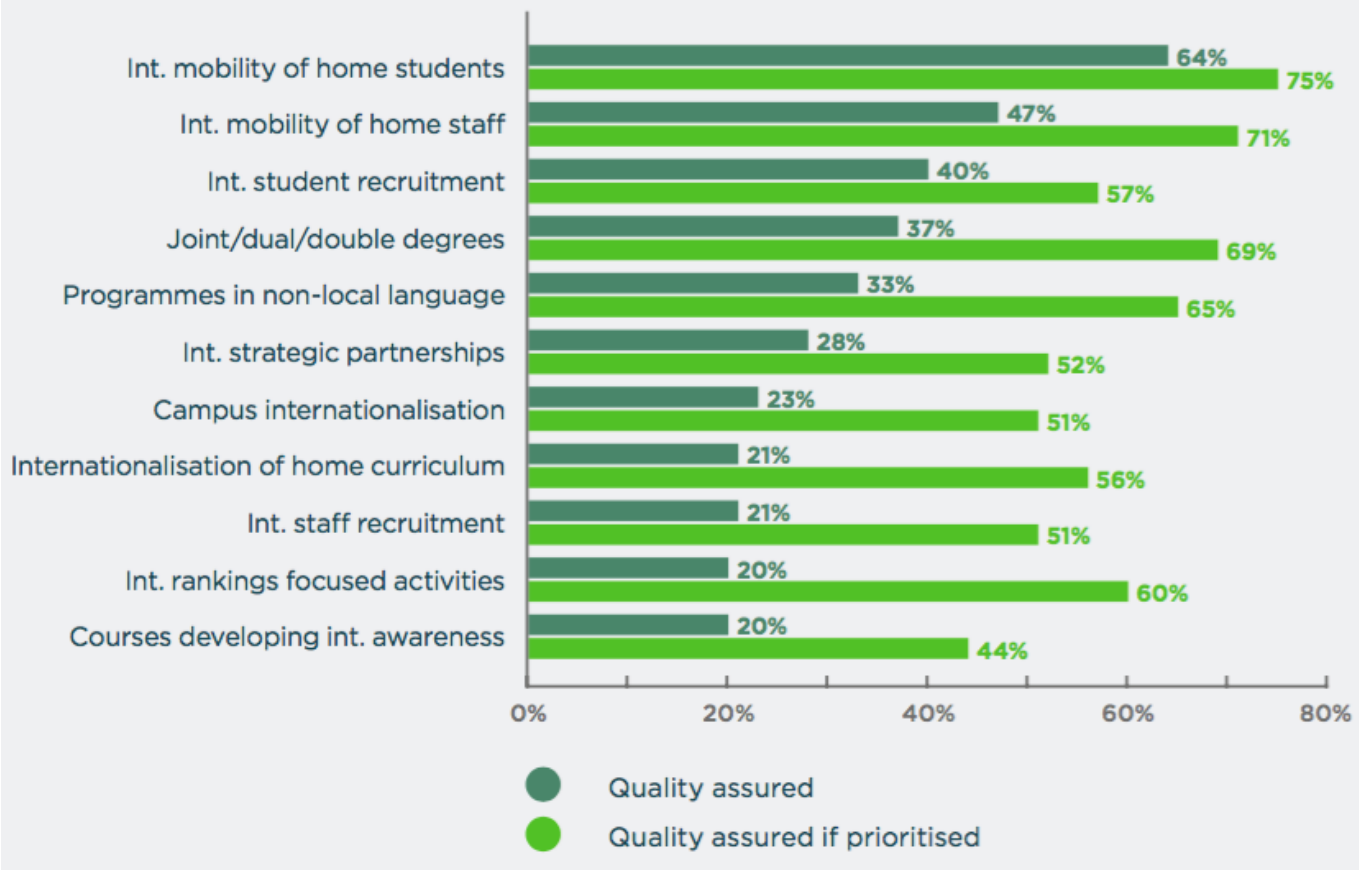
# Growth in Importance of Partnerships

Internationalisation activities prioritised in strategy\* (n=1917)  
and activities undertaken\*\* (n=2317)



# Growth in Importance of Partnerships

Top 10 activities assessed through internal quality assurance system and activities that are quality assessed if prioritised in strategy\* (n=1166)



# Growth in Importance of Partnerships

Top 10 internationalisation activities prioritised in strategy by region\*

(n=1917)

	EHEA	Northern Europe	Eastern Europe	Southern Europe	Western Europe	Western Asia
Int. mobility of home students	68%	67%	61%	76%	70%	68%
Int. student recruitment	53%	63%	62%	50%	41%	44%
Int. mobility of home staff	39%	38%	47%	49%	28%	51%
Int. strategic partnerships	38%	44%	28%	31%	43%	30%
Programmes in non-local language	33%	32%	46%	33%	32%	19%
Joint/dual/double degrees	29%	22%	31%	34%	29%	38%
Campus internationalisation	26%	25%	22%	22%	34%	18%
Internationalisation of home curriculum	21%	20%	13%	14%	34%	10%
Int. staff recruitment	20%	28%	21%	13%	14%	23%
Int. rankings focused activities	18%	16%	25%	22%	12%	23%
Courses developing int. awareness	18%	16%	10%	10%	28%	18%

● 1st   
 ● 2nd   
 ● 3rd   
 ● 4th   
 ● 5th

# Rationale for Partnerships

- ▣ Viewed as essential for student learning, scholarly research, and global advancement of higher education
- ▣ Central to an institution extending outward, becoming known, positioning itself
- ▣ Performing new roles and functions for and at the university
- ▣ Reaching out to new partners, both at home and abroad
- ▣ No longer just bottom-up process
- ▣ Focus of deliberate, intentional, long-term strategic planning

# Benefits of Partnerships

- ❑ We can accomplish more together than any single institution can accomplish
- ❑ Provide access to unique resources: laboratories, libraries, other research facilities, research subjects and environments, academics or other experts, student populations, etc.
- ❑ Leverages existing resources at both institutions
- ❑ Can attract and enable external funding

# Benefits of Partnerships

- ❑ Brings all perspectives and insights to the tasks of our collective future
- ❑ Reach all students with knowledge that empowers them to engage the world positively
- ❑ Rethink how higher education might reform itself in a globally collaborative way
- ❑ We are not attempting to do this alone



# Partnership Typology

Partnerships can have many forms:

- ▣ Student exchanges
- ▣ Academic staff-to-academic staff collaboration
- ▣ Teaching
- ▣ Research
- ▣ Joint/dual degree

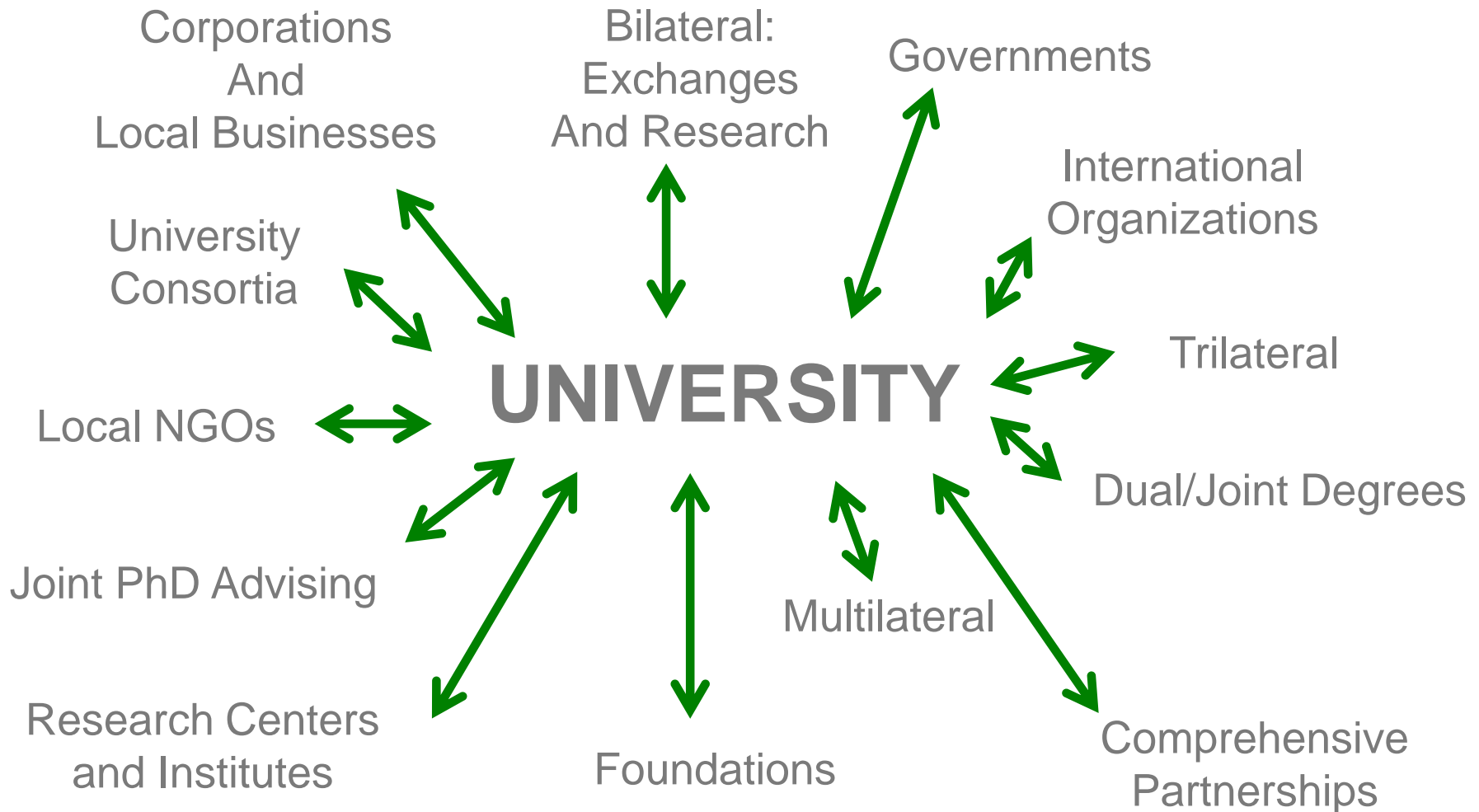
# Partnership Typology

- ▣ Department-to-department
- ▣ Institution-to-institution
- ▣ Multinational consortia
- ▣ Capacity building (Global North with Global South)
- ▣ Connected to communities, organizations, businesses, and national initiatives as well

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# Partnership Typology: Increasing Diversity



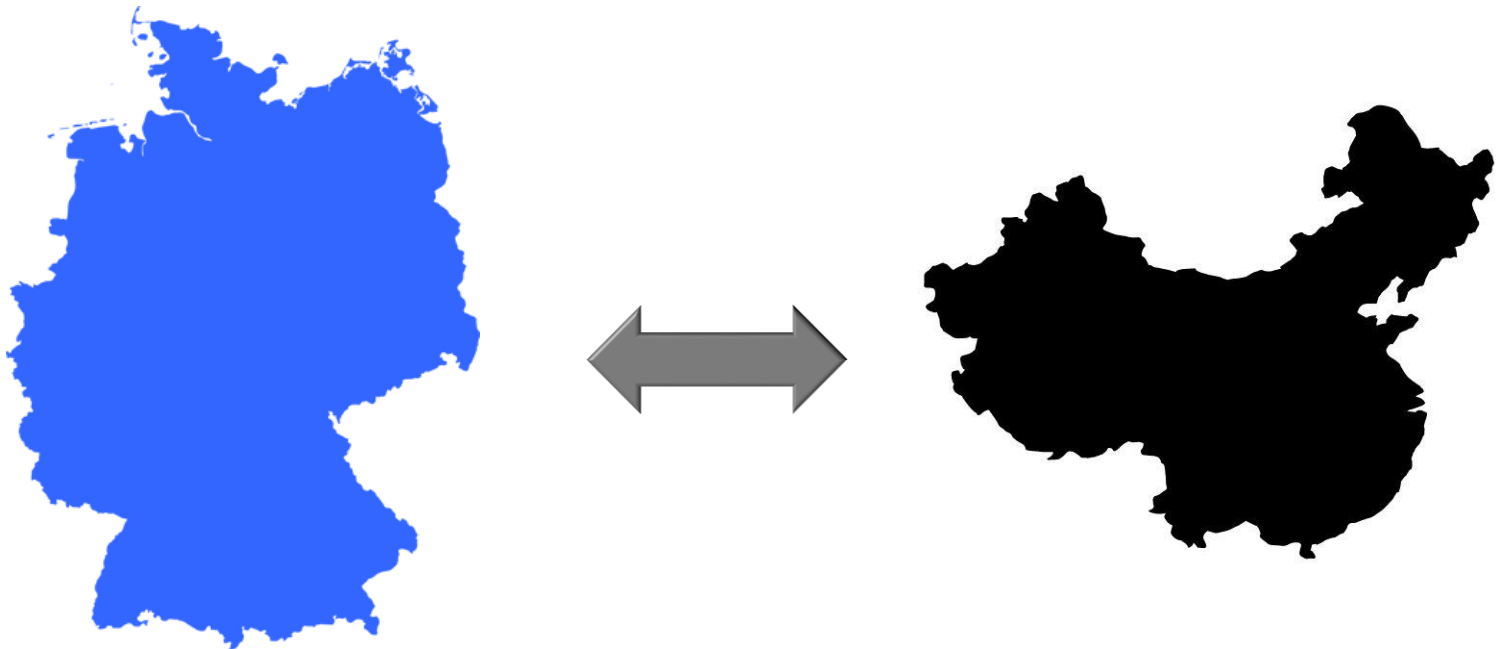
# Partnership Typology of Susan Buck Sutton

- ❑ Paper-only (signed agreements, no activity)
- ❑ Dormant (once had activity, but no longer)
- ❑ Lop-sided (imbalanced, sometimes in exploitative way)
- ❑ Enabling (capacity-building for one or both)
- ❑ Transactional (exchange people, services, resources of equivalent value)
- ❑ Generative (combine resources, create platforms for mutual growth)
- ❑ Common Good (benefit the larger environment: communities, nations, the world, and contribute to an emerging global system of higher education)

# Partnership Typology

## Partnership Typology Institutional Example: Technische Universität Darmstadt and Tongji University, Shanghai

- ▣ Agreement signed 1985
- ▣ Initial goal: promote scientific cooperation in research and teaching



# Partnership Typology

## Partnership Typology Institutional Example: Technische Universität Darmstadt and Tongji University, Shanghai

- ▣ Activities added over time:
  - ▣ Travel and stipend grants for TUD students at Tongji
  - ▣ Study with internship stipends for TUD students at Tongji
  - ▣ Summer and Winter Schools for 15 doctoral students for 2 weeks, from/to both universities
  - ▣ Residence grants for Tongji staff at TUD to explore future projects
  - ▣ Research grants for TUD academic staff at Tongji
  - ▣ Tongji Visiting Chair (semester) at TUD
  - ▣ Research assistant exchange for double degree programs

# Partnership Typology

## St. Cloud State University, Minnesota, USA and Universidad de Concepcion, Chile

- ▣ Partnership began 2001
- ▣ Initial goal: study abroad by U.S. students, begun by Foreign Language Department and Latin American Studies





# Partnership Typology

## **St. Cloud State University, Minnesota, USA and Universidad de Concepcion, Chile**

- ▣ Activities added over time:
  - ▣ SCSU began to receive UdC students, waived tuition and housing
  - ▣ SCSU departments began to express interest to receive Chilean students
  - ▣ Research exchange trip in 2007: 13 SCSU departments
  - ▣ Academic staff exchange in 2008 and 2009
  - ▣ Multilateral partnership: 2 universities and local school district to teach Spanish in 2010
  - ▣ Student internships begin 2012
  - ▣ Indigenous group visit from Chile to Minnesota in 2013
  - ▣ Recognized by IIE's Heiskell Award for Internationalization in 2013

# STRATEGIC Partnerships



# Strategic Partnership Definition #1

„Strategic Partnerships are those which are **multi-faceted and involve a wide range** of academic and service learning activities.

They have initially been created as partnerships which have **matured and grown in size and complexity** during their existence.

The strategic partnership institutions have developed **deep and mutually beneficial relationships.**“

St. Cloud State University International Vision Plan, 2011

# Strategic Partnership Definition #2

“...a formal alliance between two or more higher education institutions **developed through an intentional process** whereby the partners share resources and leverage complementary strengths to achieve defined common objectives.

Strategic cooperation is **tied to the strategic goals and objectives** of an academic unit, college, or the university as a whole. It indicates a **multi-dimensional engagement** between the involved institutions and implies the joint undertaking of a diverse range of activities with the aim of the parties' mutual benefit.”

*Global Perspectives on Strategic International Partnerships,*

Institute of International Education, 2016

# Strategic Partnership Objectives

## **TU Darmstadt + Tongji University, Shanghai and St. Cloud State U. + Universidad de Concepcion**

- ▣ Institutionalization and continuity of partnership
  - ▣ Long-term view, commitment by both sides
- ▣ Development of collaboration in teaching and learning
  - ▣ Expanded student exchange, double degree programs, job market focus
- ▣ Expanded research collaboration
  - ▣ To include young researchers, post-docs, additional fields
- ▣ International visibility
  - ▣ Joint publications, increase citations (increases ranking of both), expand to business and trade partners

# Global Partnership Trend: Less is More

- ▣ Many universities are moving towards fewer but better partnerships:  
Strategic Partnerships
- ▣ Hundreds of MOUs no longer seen as something positive
- ▣ Intentional and purposeful
- ▣ Long-term and greater benefit

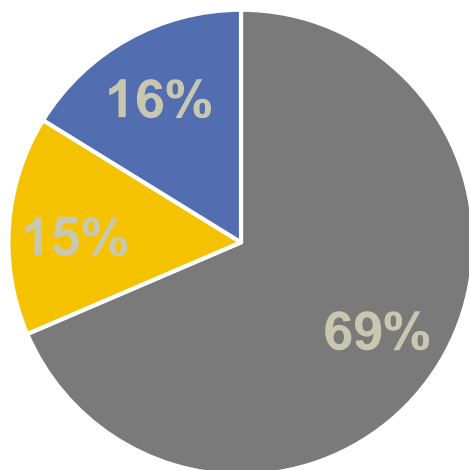
# Strategic Partnership Survey Results

IIE and FUB Survey, 2015

## Strategic or Regular Partnership?

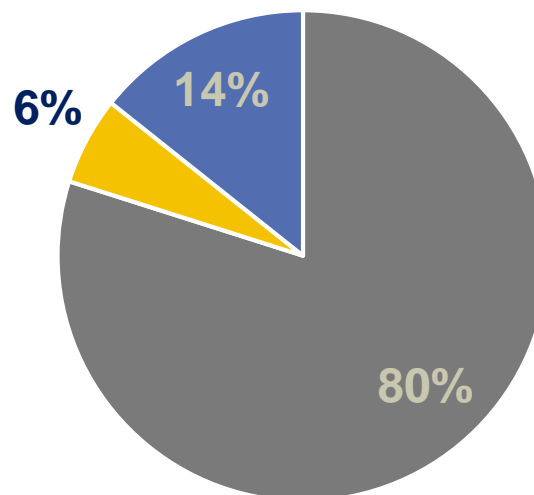
IIE and FUB Survey, 2015

Does your institution differentiate between strategic partnerships and "normal" ones?



■ Yes ■ I don't know ■ No

Has your institution established strategic partnerships?



■ Yes ■ No ■ In process

# Strategic Partnership Survey Results

IIE and FUB Survey, 2015

- ▣ **78%** Strategic Partnerships are part of a larger international plan or strategy
- ▣ **78%** have a unit or person in charge of developing and managing strategic partnerships
- ▣ **71%** funded by internal allocations
  - ▣ 53% funded by external grants
  - ▣ 14% have a specific endowment
  - ▣ 13% raise funds jointly with strategic partner
- ▣ **40%** have a means of evaluation



# Strategic Partnership Survey Results

IIE and FUB Survey, 2015

## Motivations for Institutions to Develop Strategic Partnerships

- ▣ 56% Additional opportunities for students
- ▣ 52% Additional opportunities for academics and researchers
- ▣ 46% Global positioning / reputation
- ▣ 40% Combining resources
- ▣ 39% Improve research quality
- ▣ 37% Increase research capacity
- ▣ 28% Build institutional capacity
- ▣ 23% Improve teaching quality
- ▣ 19% Improve funding possibilities

# What Do Strategic Partnerships Offer?

## 1. Benefits to the Institution

- ▣ Development of materials/projects that fit the special interests of each partner
- ▣ Spark new research, teaching, and development projects, the kind that only come from sustained conversation
- ▣ Enabling institution to make good on its promises and reputation
- ▣ Establishing platforms that benefit several parts of the institution and grow over time
- ▣ Build understanding and mutual responsibility that deepen over time

# What Do Strategic Partnerships Offer?

## 2. Benefits to the Institution: Teaching and Learning

- Enabling academic staff who know little about partner country to become involved, thus changing what they do and teach both on campus and abroad
- Creating atmosphere that encourages and supports ALL students in connecting with the partner
- Enable students and faculty to learn about a country through direct engagement with people from that country
- Expand both institutions' international teaching and research capacity

# What Do Strategic Partnerships Offer?

## 3. Benefits to the Institution: Financial

- ▣ Building resources through sharing and collaboration
- ▣ Not spreading institutional resources too thin
- ▣ Sharing of costs and risks
- ▣ Reduced transaction costs as the interaction becomes routine
- ▣ Establish defined concentrations of activity that attract external funding
- ▣ Develop cross-national competencies for students' careers

# Strategic Partnerships Challenges

- ❑ Selecting the right partner
  - ❑ How to assess potential partners?
  - ❑ How to make goals and expectations clear?
- ❑ Communication
  - ❑ With partner: must be frequent, reliable, and systematic
  - ❑ With internal stakeholders: must prove value
  - ❑ Externally: need to demonstrate benefit to community, business, at national level

# Strategic Partnerships Challenges

## ▣ Resources

- ▣ Time needed to identify, initiate, grow, and manage
  - ▣ Ongoing search for external funding
- ## ▣ Sustaining commitment by both partners
- ▣ Change of leadership

# Developing a Strategic Partnership Plan

What does a University Rector (President, Vice-Chancellor) need in a good Strategic Partnership Plan?

- ▣ Alvaro Romo, General Secretary, International Association of University Presidents

# Developing a Strategic Partnership Plan

1. Develop a strategy
  - Programmatic
  - Administrative
2. Establish a university mission surrounding internationalization
1. Maintain financial and staff support at the necessary level



# Developing a Strategic Partnership Plan

4. Establish clear coordination at the institutional level
5. Define decision-making roles and responsibilities
6. Utilize technology
7. Establish an agenda to be followed by the International Relations Office

# Developing a Strategic Partnership Plan

8. Establish a strong and sound structure for the management of international programs
  
9. Conduct periodic reviews
  
10. Examine the relationship between the university and the community

# Developing a Strategic Partnership Plan: Your Next Steps

**Step 1. Take stock of how your current partnerships are being managed**

**Step 2. Streamline existing procedures and remove obstacles internally**

**Step 3. Establish effective policies and procedures externally**

**Step 4. Develop ongoing funding streams**

**Step 5. Have the right people involved**

# Developing a Strategic Partnership Plan: Your Next Steps

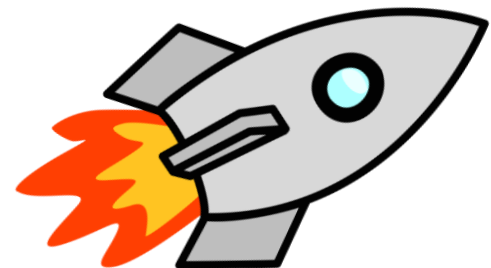
**Step 6. Decide on the right home at your institution**

**Step 7. Engage all stakeholders**

**Step 8. Create a partnerships task force/committee**

**Step 9. Begin communications and negotiations with your potential strategic partners**

**Step 10. Launch!**



KÖSZÖNÖM A FIGYELMET!

THANK YOU FOR YOUR ATTENTION!

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