

Philippines

Leadership for Internationalisation

Establishing and Maintaining Partnerships: a TNE Case Study

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Session Outline

- Cardiff Metropolitan University and Internationalisation.
- TNE in the United Kingdom.
- Why is TNE important?
- Cardiff Met and Internationalisation.
- TNE and Internationalisation.
- Case studies.
- Questions and discussion.



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Cardiff Metropolitan University

The most valuable possession is knowledge

- Internationalisation is one of the four key elements of Cardiff Met's corporate strategy.
- The International and Partnerships Office is the hub for strategic development and engagement.
- Functions are integrated to provide exceptional international and TNE operations.



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TNE in the United Kingdom



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Key Facts

- TNE and UK universities.
 - The UK is the world second largest (13% of market) and fastest growing (6%p.a) provider of international education with UK's education exports being worth approx. £18bn.

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- Importance of TNE operations.
- Benefits for stakeholders.
- Future for TNE.



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Why is TNE important?



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- From the UK perspective
 - Academic collaboration.
 - Economical.
 - Social.
- From the Philippines perspective
 - HE reform.
 - International Engagement.
 - Academic collaboration.
- Students
 - Exposure to different international opportunities.
 - To gain skills and technics to become global citizens.
- Staff
 - Knowledge exchange opportunities.
 - Push boundaries of science.
- Other opportunities
 - Regional International projects.
 - Connectivity with other TNE global network



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Cardiff Met and Internationalisation



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Cardiff Met International and Partnerships Office

- Internationalisation is one of the four key missions of the University corporate strategy.
- In 2009 Cardiff Met had 2 partners and 5 members of staff in its international activities.
- In 2016 Cardiff Met has 16 TNE partners, 4 overseas offices and 50 members of staff for internationalisation.



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IPO Structure

- Partnerships
 - Transnational Education partners.
- International Engagement and Development
 - International projects and development.
- International Marketing and Recruitment
 - International recruitment and regional offices.
- International Welfare and Compliance
 - Student welfare and immigration support.



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IPO Management

- Partnership management.
- Quality control unit.
- Finance and operational support.
- Platform for further opportunities.
- Capacity building and development with emerging markets.



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How did that happen?

- Responding to internal and external factors.
 - Governmental
 - Institutional
- Stakeholders demand.
 - Students
 - Staff
- International dimension.
 - Dissemination.
 - Sustainability.
 - Exposure.
 - Students experience.
- Institutional impact
 - Respond to change
 - Associate Deans
 - Internationalising curriculum



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Different Models of TNE

- Franchised model
 - A programme initially developed and validated for delivery at Cardiff Met and subsequently delivered at a partner institution.
- Validation model
 - A programme developed by the partner institution and approved by Cardiff Met to be delivered in the partner institution.
- Outreach franchise model
 - A programme developed and validated at Cardiff Met and delivered at an institution other than Cardiff Met through a combination of Cardiff Met and Partner staff.
- External Moderation
 - Cardiff Met provides quality assurance guidance and supports development with the TNE partner.



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Scope of Internationalisation and TNE

- New areas of research and innovation
- International student recruitment
- Embedding INT into curricula development
- Various layers of collaboration
- Students and Staff cross culture engag



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TNE and Internationalisation



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- Quality of home programmes
- Ownership by home academics
- Robust quality assurance and risk management systems
- Investment in support mechanisms
- Market review
- High quality partners with appropriate capacity and resources
- On going relationship management and staff development
- Two way exchange of knowledge and experience



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Case Studies



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Case study one

Cardiff Met and AAST ,Egypt

2009

- Cardiff School of Management only.
- Partner in one international project.
- Limited number of enrolled students.
- Limited number of exchange students.



2016

- Cardiff Schools of Management, Health Sciences, Education, Arts and Design.
- Partnership in more than four international projects.
- 60% increase in students enrolled.
- Significant increase in exchange of staff and students.
- Founding member of ARELEN



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Issues to Consider

- Human resources
 - Attitudes and expectation
 - Staff capacity
 - Workloads and prioritisation
 - Staffing levels
- Organisational Culture and Priorities
- Organisational structure and governance
- Organisational capacity linked to financial and physical resources



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Case Study Two: ARELEN



Cardiff Met used its established network of TNE partners in the MENA region to develop the first

ARab European LEadership Network in Higher Education

- Connects HE leaders from across the region to address issues and resolutions from their perspective.
- Provides training and capacity building for partners across the MENA region and beyond.



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Cardiff Met and TNE: Conclusion

- Multilayer cooperation with TNE partners.
- Capacity building projects.
- International mobility projects.
- HE reform.
- Global Citizens.
- Same standards and quality assurance across the entire TNE network.
- Risk management and support.



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Questions



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