

Philippines Leadership for Internationalisation

International Partnerships

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Session Outline

- Preamble
- Context
- International Partnerships
- Stakeholders and International Partnerships - a case study
- Questions and discussion



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Preamble



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Preamble

- Derived from a study of partnerships which have failed – which has been converted to advice to avoid failure.
- Partnerships based on objective *and* subjective factors.
- Not least TRUST and commitment
- Trust has to be established or earned
- The human factor is very important
- Cultural factors/differences important – clear understanding is vital E.g. different processes/who make the final decision
- What follows applies to partnerships between two or more organisations



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Context



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Why are strong and sustainable partnerships important?

- Philippines outward-looking agenda
- ASEAN integration
- Aspirations to be an education hub
- Development of Universities
- Faculty – attracting and developing
- Students – opportunities international citizens
- The cost of getting it wrong!



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International Partnerships



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3 Levels

- Level One
 - A small number of select, deep partnerships, centrally directed (T+R)
- Level Two
 - Faculty partnerships, both T and R
- Level Three
 - One to one personal links, T and R



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Clarify your motive

- Teaching focus
 - Ranging from validation to franchise
 - Or other options set out in Internationalisation session
- Research focus (possibly in a consortium of universities)
- Comprehensive. Strategic partnerships -Level One.
- Mutual benefit.
- Reputational motive
- State support motive
- Financial motive



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Structural Options

- Integral part of existing organisational and legal structure with the relationship described by contract(s)
- Wholly owned operation with commercial partner
- Wholly owned activity operated with
 - government,
 - academic partner(s) or
 - financial partner(s)
- Joint venture with another academic institution
- Government sponsored institution with academic and management autonomy



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Setting Objectives

- Are they clear?
- Do the partner(s) have the same objectives?
- If not, are the two sets compatible?
- Is there an agreed timeline?
- Have the criteria for assessing the success of the partnership been agreed?



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Possible Partnership Objectives

- Capacity building in your institution.
- A base for mutually beneficial exchanges of staff and students
- Internationalising your university/students/staff.
- Collaboration in joint research interests with a critical mass of expertise.
- Increasing volume of published journal articles
- Shared use of equipment.
- Securing a supply chain with flows of students.
- Support of a significant stakeholder (E.g. Volvo)
- Reputation building by association.



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Selecting the right partner(s)

- What reputation and experience is required?
- Current partner or new partner?
- What are the criteria for selection? Size, shared values, reputation, subject mix, location, personal chemistry or contacts?
- How can an objective assessment of the prospective partner be obtained?
- What does comprehensive due diligence look like and how might it be obtained?
- Do existing links with the partner work? (Us or another HEI)



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Agreeing Roles

- Is there agreement on who does what in operational terms?
Who signs off on these?
Are they comprehensively understood and adhered to?
- What does the partner want and expect to get from the arrangement? And for how long? (E.g. BUiD)
- How can the partner best help with/cope with national regulations, QA and legalities?
- Is the sharing of risks, costs and income agreed at the outset?
- Does the partner understand and accept the management structure for the operations?



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Values and Quality

- What are the fundamental values of the proposed partner (Autonomy, academic freedom, integrity, etc.)?
- How do we ensure that values and their delivery are of an acceptable standard for both institutions?
- What is the most effective way of organising input from partner faculty and professional support?
- What role will the partner's QA function have?
- Has the role for the institution's own internal QA processes been agreed?



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Research Partnerships

- What resources are available to the partner for research?
- Will the institution be able to benefit from them?
- What does the partner's research strategy say?
- How compatible is it with the objectives of the proposed partnership?
- Does the country/partner have guidelines on research ethics etc.?
- What is the partner's position on IPR and their protection?
- Can the partners agree how joint research will be conducted and who will benefit from any patents or income generated?
- Will the rights of each university be protected?
- Will the joint research team be able to bid for national/international research funding?



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Financial Implications

- Has a comprehensive and rigorous business plan been agreed by all parties? (Particularly if upfront investment is needed.)
- Have the respective shares of expenditure / income been agreed?
- Has it been agreed how surpluses / losses will be shared?
- Has a risk analysis been undertaken and register drawn up?
(Note: the risk register should also cover political, reputational, operational and the full range of risks relating to each proposed partnership.)
- Can funds be repatriated?



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Physical Assets

- Are the partner's facilities fit for purpose?
- If not, is there a Plan B?
- Is there agreement about the use of:
 - Accommodation
 - Equipment
 - IT
 - Etc.



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Managing the partnership

- Who is actually responsible for the partnership?
- Are the senior management teams and central support services involved?
- How does this differ if it is a partnership at Levels One or Two or Three?
- Is there regular reporting on performance?
- Who monitors performance? Is the partner part of the process?
- What are the governance arrangements of the venture? How do they relate to other structures?
- Are they strategically integrated?
- Is there an exit strategy if things go wrong?



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Roles of a Partnerships Office

- Authorise all MOUs/contracts for signature.
- Record and monitor operational MOUs/contracts.
- Professional support exploring possible partners - academic due diligence.
- Professional support developing operational aspects of partnerships – exchanges, QA liaison etc.
- Marketing (including market intelligence) and student support.
- Legal support service.
- Health, safety and security advice
- Review the effectiveness of links.



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Measuring success

- Were KPIs, targets or indicators of success agreed at the start?
- Were they SMART objectives?
- From which/whose perspective is success judged
 - students,
 - staff,
 - research outputs
 - Government
 - Others? (Trade? Relative to ASEAN countries)
- Are these viewpoints compatible?
- Is there a framework for regular reviews (and follow-up action) with the partner?



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How do you get international partnerships right?

Selecting strategic partners for the institution

- Strategic partnerships require central involvement, monitoring and funding.
- Central role in
 - Quality Assurance
 - managing staff and student exchanges.
- Do Level One's need Level Three's as their base?
- How does one “deepen” a Level One partnership with lots of Level Twos and Threes?
- How are they best managed? Top down? Bottom up?

JF



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Choosing a partner – issues for both sides

- Have you some agreed selection criteria? (See next slide)
- How do you find out about the partner?
 - Facts, Plans, Values, Priorities, Chemistry etc.
- Information on quality and reputation
- Financial due diligence
 - What level of information is sufficient?
 - Outstanding liabilities etc.
 - Possible future opportunities (E.g. joint research bids)
- Risks – political, regulatory, financial
- Using international networks and consortia



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Possible selection criteria

- Shared values with you
- National and international reputation
- Position in league tables
- Number of existing individual links
- Mix of disciplines or specialisms
- Physical location – town or country
- Financial stability
- Personal empathy with the leadership
- Local multinational company (e.g. Volvo)
- Membership of Associations (e.g.: ACU)



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Stakeholders and Strategic Partnerships



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The British University in Dubai

- Dubai and UK backed
- Research-based University **in** the Gulf and **for the Gulf and beyond**
- **Not-for-profit** provider of
 - High quality
 - Relevant
 - Full- and part-time
 - Postgraduate programmes
- In **Knowledge Village** Dubai
- **Close partnerships** with leading UK Universities

(Higher Education in the Gulf States: Shaping Economies, Politics and Culture
Ed Davidson and Mackenzie Smith
Ch 8 Lock International Higher Education: Ownership and Opportunities)
SAQI for SOAS 2008



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Opportunities for Dubai and the UAE

- Creation of intellectual capital to facilitate a knowledge-based society
- Training of skilled personnel
- Facilitate more Emiratis achieving senior positions (and reduced dependence on ex-patriots) ‘Leaders of tomorrow’
- Education and HE system reforms
- More responsive to new innovations and increased speed of development
- More effective and innovative organisations
- Creation of wealth for UAE and the Gulf
- Improved quality of life
- British Education in Dubai



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International Association of Universities' ranking of why **nations** want to do it

- Increased national economic competitiveness. (28%)
- Development of strategic alliances (political, cultural, trade, academic etc). (20%)
- Building human resource capacity. (15%)
- Promote international solidarity and co-operation. (14%)
- Further cultural awareness and understanding. (9%)
- Strengthen the educational export industry. (7%)
- Contribute to regional priorities and integration. (7%)



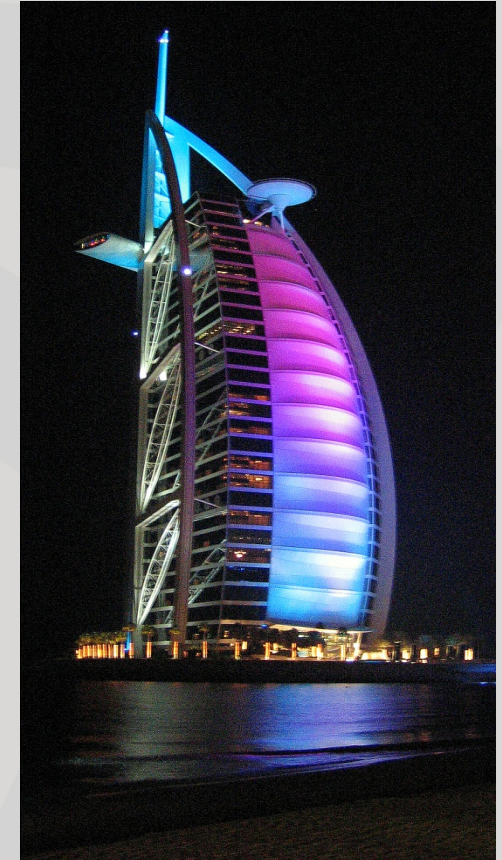
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Opportunities for the UK university partners

- Gateway to the Gulf (Oil and Gas)
- International intelligence
- Exchange opportunities
- International research opportunities
- Collaborative opportunities
 - Research
 - Teaching
 - BUiD
 - Dubai Government agencies
 - Dubai-based enterprises
- Revenue



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Why universities do it – IAU survey

- 22% - internationalise faculty and students
- 21% - strengthen research capacity
- 18% - create an international profile
- 14% - contribute to academic quality
- 13% - increase diversity of faculty & students
- 8% - promote curriculum innovation
- 4% - diversify income



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Opportunities for BUiD's Founders and Contributors

- Exploitable research outputs
- Innovative 'scholars' and graduates
- Public Exposure through supporting BUiD
- Links with UK Universities
- Links with other UK organisations
- Better networks
- Engagement in sustainable innovations and reforms



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Opportunities for UK 'PLC'

- Flagship project status to focus a Region (Wales)
- Trade links
- Student visits to boost awareness of the UK Region
- Joint research opportunities
- Gateway to UAE and the Region
- Staff exchanges



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Questions and discussion

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