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# Sustaining International Developments.

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# Session Outline

- International developments
- Partnerships and motives
- Case Study
- Questions
- Discussion

# Bone Report

Secretary of State for Innovation, Universities and Skills called for 15-20 year view on 'attracting international students against increasing competition… and other opportunities offered by globalisation as well as understanding better the degree of risk involved in continuing to rely on large and growing numbers of international students.'

*(Letter from John Denham to Sir Drummond Bone 13 March 2008)*

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# Bone Recommendations 1

- Universities should focus their international efforts on a long term programme of internationalisation. Requires total commitment.
- Strategies should contain a balance of student recruitment, partnership development, research and capacity building.
- Overseas markets are becoming increasingly volatile. New competitors. (Current global recession after 13 years of growth.)
- UK HEIs vulnerable because of over emphasis on income generation from overseas students, lack of investment in facilities and student support cf competitors

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# Bone Responses 2

- Collaborative long-term relationships are the future: properly funded and networked.
- TNE and on-line learning will grow.
- Private sector links to overseas markets have potential for educational opportunities.
- Growth in international research and collaboration (CERN) RCUK overseas.
- HEIs' current organisation of international opportunities is not fit for the future: designated SMT responsibility for international strategy; greater governance interest.
- Joined up approach: Alumni, careers advice etc

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# Partnerships by Level

- 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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# Motives for Partnerships

- Research
- Teaching
- Commercial
- Stakeholders
- Financial
- Regional
- Strategic Balance
- Strategic Purpose
- Or a combination of these

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# Partnership Issues

- Clarity of objectives
- Partner selection
  - Criteria
  - Process
- Contractual agreement
  - Legal nature
- Role agreement

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# Partnership Issues 2

- Protecting Reputation
  - Quality assurance
  - Student experience
- Risk assessment
- Level of engagement
- Compliance in all countries
  - Statutory
  - Cultural
- Financial agreement

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# Partnership Issues 3

- Management
- KPIs
- Due Diligence
- Trust and confidence
- Achieving internal engagement

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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)



JF + DJL

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# Summary of key success features

- Setting the vision and strategy
- Appointing able champions the develop and do
- Obtain support from Admin and faculty
- Provide financial resources
- Manage involvement of governing body
- Supervising HR implications
- Handling cross cultural differences

- *John Fielden: Leadership and Management of International Partnerships. LFHE Series 2 Publication 7, 2011.*