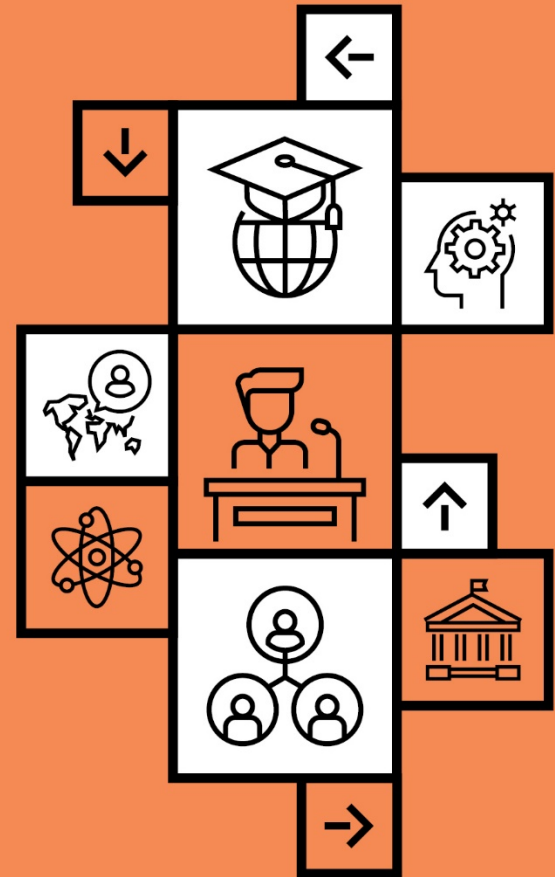


# International Strategic Partnerships: A Tool To Advance Internationalization

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**CZEDU** →  
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# INTERNATIONALIZATION

# Internationalization Goals at the 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 at the 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 at the 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 at the 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 Must Meet Many Needs

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



Modern universities are not “Ivory Towers”





# Rationale for Partnerships



- Viewed as essential for student learning, scholarly research, and global advancement of higher education
- Central to an institution' external promotion, gaining reputation, positioning itself
- Performing new roles and functions for and at the university
- Reaching out to new partners, both at home and abroad
- Both bottom-up and top-down 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



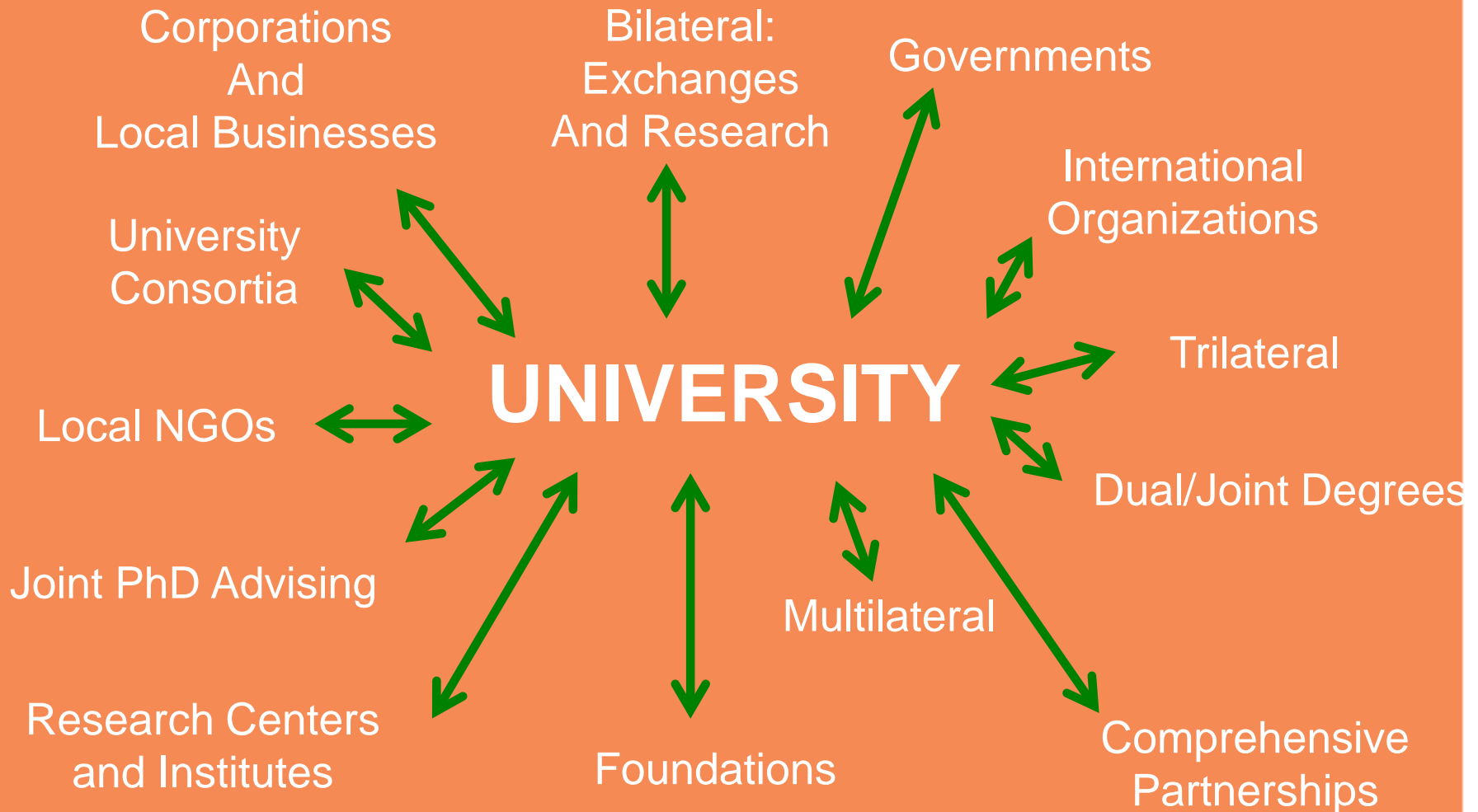
# Benefits of Partnerships



- 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, but globally



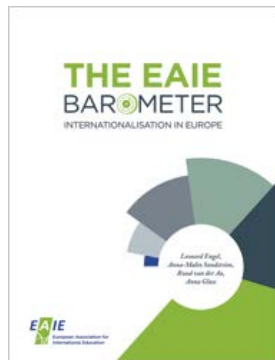
# Partnership Typology: Increasing Diversity



# Growth in Importance of Partnerships



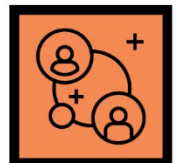
- IAU 2014 Survey: 75% of institutions worldwide increased funding for exchange and research collaboration over last 3 years



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



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



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



# Global Partnership Trends



- 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 for all sides



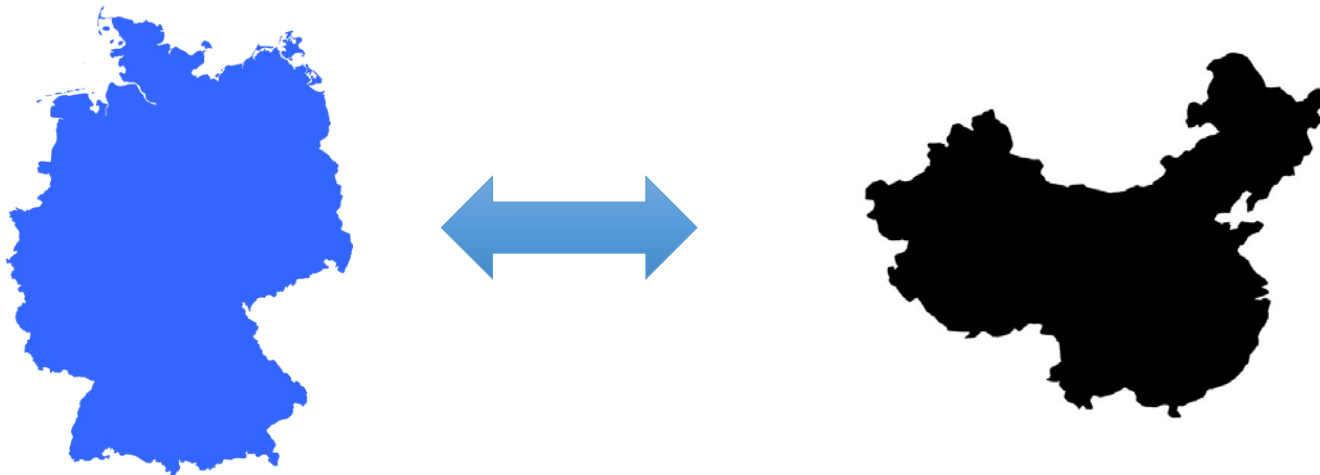
# STRATEGIC Partnerships



# Strategic Partnership Example #1

## Technische Universität Darmstadt and Tongji University, Shanghai

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



# Strategic Partnership Example #1

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



# Strategic Partnership Example #1

Technische Universität Darmstadt and Tongji University, Shanghai activities added over time:

- 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



# Strategic Partnership Example #2

## 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



# Strategic Partnership Example #2

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



# Strategic Partnership Example #2

St. Cloud State University, Minnesota, USA and Universidad de Concepcion, Chile activities added over time:

- 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 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

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# 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 (IIE)



# How Do You Know If A Partnership Is Strategic?

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



# How Do You Know If A Partnership Is Strategic?

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

- 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

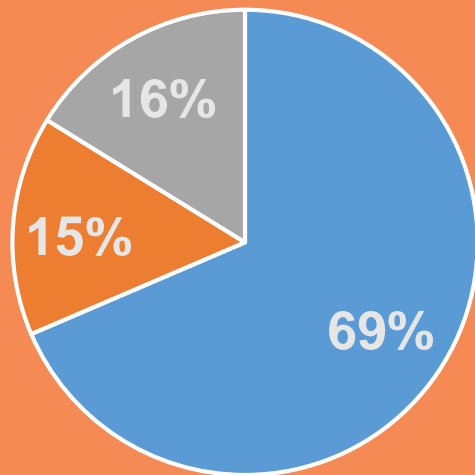


# Strategic Partnership Survey Results

## Strategic or Regular Partnership?

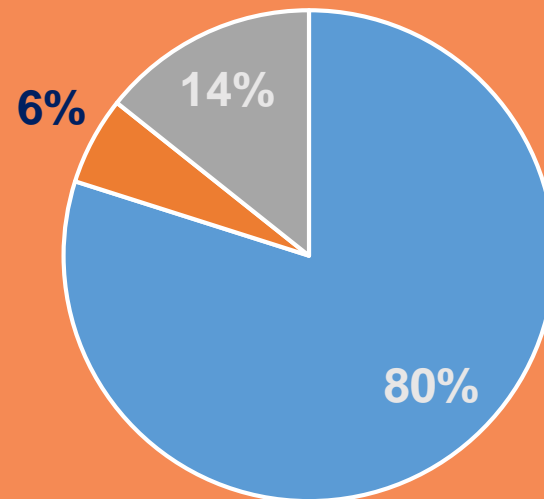
IIE and FUB Survey, 2015

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

- **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

- 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



## 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



# 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 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. Financial Benefits

- 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 Partnership 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 Partnership 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

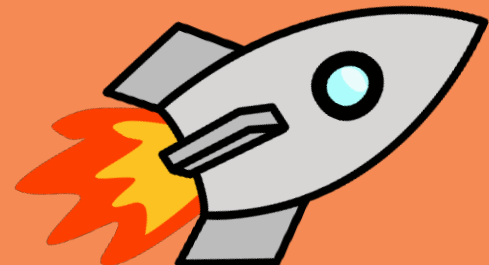
**Step 6. Decide on the right home at your institution**

**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!!!**



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