

Public-private teaching partnerships: UK and international

Dr Neil Kemp

*Visiting Fellow, Institute of Education, UK
and
Advisory Board, London School of Commerce*

Today

- ***Brief overview of PPPs***
- ***Some examples***
- ***London School of Commerce and partnerships***
- ***And a few questions***



Is there a framework to assist our understanding?

- What might constitute 'private' - blurring:
 - for profit and not-for-profit
 - public investment in private
 - faith based and other foundations
 - Anything that isn't public
- What is 'public-private' or 'partnership'?
 - between institutions, between institutions and investors
 - for the award of a qualification
 - for investment (infrastructure, outreach, recruitment)
 - contracting out delivery of state services

International teaching partnerships

Three broad types

- *Institution has in-country presence*
 - *Campuses*
 - *Support centres*
- *Contracted out programme delivery eg through*
 - *Validation*
 - *Franchising*
 - *Licensing*
 - *Twinning and articulation*
- *Distance learning*
 - *or any mix of all or some of the above, including supported by 'flying faculty'*

International partnerships



India: survey of foreign partnerships for degree delivery by country (230 partnerships)



<i>UK</i>	<i>86</i>	<i>37%</i>
<i>USA</i>	<i>79</i>	<i>34%</i>
<i>Australia</i>	<i>15</i>	<i>7%</i>
<i>Canada</i>	<i>12</i>	<i>5%</i>
<i>Switzerland</i>	<i>6</i>	<i>3%</i>
<i>Germany</i>	<i>5</i>	<i>2%</i>
<i>France</i>	<i>2</i>	<i>1%</i>
<i>Others</i>	<i>25</i>	<i>11%</i>
<i>Total</i>	<i>230</i>	<i>100%</i>

***Total of 641 programmes of which 384 at
degree level and 257 sub-degree levels***

Foreign education partnerships in India

<i>Types of Collaboration</i>	<i>Nos of programmes reporting*</i>
<i>Collaboration with franchisee provisions</i>	<i>65</i>
<i>Collaboration with joint provision</i>	<i>92</i>
<i>Collaboration with twinning and articulation arrangements</i>	<i>216</i>
<i>Collaborations as a study centre</i>	<i>25</i>

****nb total size of survey: 641 programmes***

This implies between 10,000 and 20,000 Indian TNE students spend some time studying outside India as part of partnership programme

Mode of delivery for FEP programmes in India

	Face-to-Face		Flying tutor	Distance Mode	Online Delivery
	FT	PT			
Nos Programmes	569	42	78	60	17



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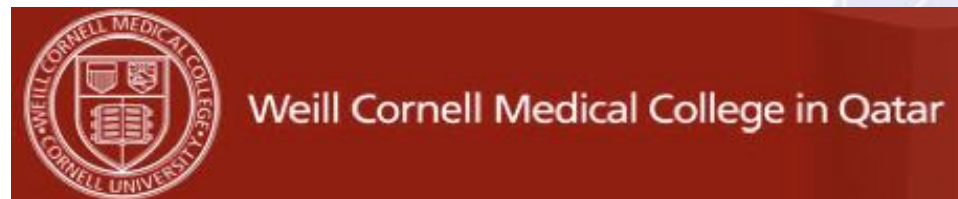


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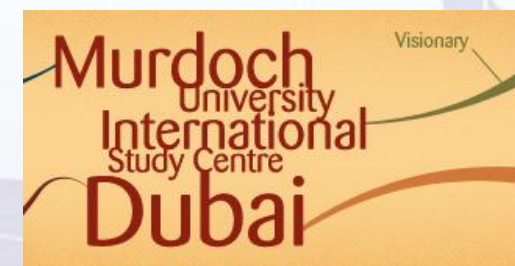
Paris-Sorbonne University Abu Dhabi grants inaugural degrees



The Paris-Sorbonne University Abu Dhabi, a branch of France's prestigious university, has organized its first graduation ceremony four years after its launch in the UAE. In a country where English is the second language, the project is a bold move.

By FRANCE 24 (text)

The Paris-Sorbonne University Abu Dhabi held its maiden graduation ceremony Sunday, awarding Bachelor and Masters Degrees



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"CIIS always endeavours to provide education relevant to the growing fields of the Indian Industrial Scenario. We are introducing the latest Fashion and Graphic Design from our partners in U.K."

About CIIS

- CIIS Society
- Director's Message
- Student's Testimonials

CIIS Advantage

- International Education
- Overseas Transfer
- Scholarship Model

Thompson Rivers University, BC, Canada

Thompson Rivers University is a public degree granting institution founded in 1970, offering over 100 academic programs. TRU is based in Kamloops, BC, Canada. Nowhere in Canada has the evolution of post-secondary education been more dramatic than Kamloops.

TRU is a unique combination of traditional degree programs, many allowing diploma and certificate program graduates access through laddering, along with flexible degree completion. The key program areas at TRU include Business and Economics, Computing Science, Tourism and Hospitality, Science and Environmental Science, Health Sciences, Arts and Humanities, Fine Arts, Journalism, Technology and English as a second language. TRU boasts of accreditation or affiliation to the Government of British Columbia, Association of Universities and Colleges of Canada, Council of International Schools and Canada Language Council.



Know MMMC

Applying to MMMC

Why MMMC?

How to Apply ?

Selection Criteria

Fee Structure

Hostels

Student Clubs

Academic Calendar

FAQs

Courses

Departments

Faculty

Facilities

Research

Welcome to Melaka Manipal Medical College - Manipal



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Why MMMC ?

This is an MBBS twinning programme, primarily for Malaysian students, which offers the best of both worlds. The combined expertise of Basic Sciences in India and Clinical Training in Malaysia provides the unique advantage. Here is what some students of Batch 20 (who have finished their stint in Manipal) had to say about the education town.

"India has long been famous for its prestigious medical course. Many Malaysian doctors have got their medical degree in India. The facilities, opportunities to learn and exposure to the medical world are truly overwhelming. It has moulded and prepared me for the future".

News

Events

- Dr. Ciraj invited for FAIMER faculty development programme
- Prof Raghuveer attends 17th International Cytology Congress in Edinburgh, Scotland, UK
- Basic Life Support (BLS) course Launched in MMMC curriculum

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Vice Chancellor's Message



When Lancaster University was first established in 1964, being 'international' was seen as part of the mission of the institution. At that time, 'international' really referred to the composition of the student body. Lancaster has been very successful in this regard. In recent years, one in 5 of our students is now from a country outside the UK and we have approximately 100 nationalities resident on campus.

However, that was a very 20th century interpretation of the meaning of 'international' in a higher education context. Nowadays, Lancaster measures its internationalism in a number of additional ways. We are proud, for example, of the fact that almost 30% of our full time research and teaching staff are non-British and that we recruit our staff from over 60 countries, including India. We are proud also that these staff have contributed to the recognition in the 2008 UK Government's Assessment of Research that over 90% of the research at Lancaster is world leading or internationally significant and that some key areas of research are ranked top in the UK.

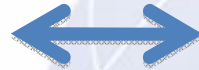


The University of
Nottingham

Malaysia Campus

LSC
London

University of
Nottingham,
UK



Malaysian private
investment
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Xi'an Jiaotong-Liverpool University
西交利物浦大学



University of
Liverpool

Laureate US

Suzhou
Industrial Park
(China-S'pore)

Xi'an Jiaotong
University



German University of Cairo



The partners

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Commerce

Universities
Ulm,
Stuttgart,
Tuebingen,
Mannheim

Egyptian
private sector

GUC is established in cooperation with the State Universities of Ulm and Stuttgart, under the patronage of the Egyptian Ministry of Higher Education, the Ministry of Science, Research and Arts, State of Baden-Wuerttemberg, Germany, and supported by the German Academic Exchange Service (DAAD), the German Embassy in Cairo, the Arab/German Chamber of Industry and Commerce (AHK), the Federal Ministry of Education and Research, Germany, The State University of Tuebingen and The State University of Mannheim



University of Adelaide campus will increase access

Guy Healy | The Australian, The Australian | September 30, 2009 12:00AM

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ADELAIDE will have a new 5000-student campus under a deal between the University of Adelaide and US online provider Kaplan.

The Kaplan University campus, with its first intake in 2011, would help the sector lift tertiary participation in line with federal government targets, the partners said.

Don Graham, chairman and chief executive of the Washington Post Company, which owns Kaplan, told the HES the \$US2.5 billion (\$2.9bn) subsidiary had served under-represented sections of the US population for more than 70 years. "Adelaide University is a great university. They are interested in moving along the Bradley report (on higher education) in reaching under-served populations and overseas students," Mr Graham said.

But all that glitters





THE AUSTRALIAN **NATIONAL AFFAIRS** **BUSINESS** **AUSTRALIAN IT** **HIGHER EDUCATION** **VID**

Business Education Appointments Opinion & Analysis Letters

UNSW Singapore campus doomed to fail

Other Australian universities in the city-state are trying to limit the fallout, writes Brendan O'Keefe
The Australian | June 27, 2007 12:00AM

A+ A-  

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AFTER just one semester, the University of NSW's Singapore campus officially closes its doors tomorrow, an uneasy conclusion to one of the Australian higher education sector's worst business failures.

THE AUSTRALIAN **NATIONAL AFFAIRS** **BUSINESS** **AUSTRALIAN IT** **HIGHER EDUCATION** **VIDEO**

Business Education Appointments Opinion & Analysis Letters

Monash University limits funds to Johannesburg campus

Bernard Lane | The Australian | November 03, 2010 12:00AM

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MONASH University's much-praised campus in South Africa has become a sensitive issue.

Michigan State University – Dubai Shuts Down Campus

July 6th, 2010 | Student Recruitment

The news coming out of Dubai this morning is that Michigan State University is closing down their campus effective immediately. While the MSU campus was struggling financially, they were pushing forward with a heavy recruiting schedule throughout the Middle East & many other

LSC
London

Singapore-Hopkins partnership ends in a volley of fault-finding.

(INTERNATIONAL SCIENCE)

Carnegie Mellon Adelaide campus branded a failure

MILES KEMP | [The Advertiser](#) | June 08, 2008 11:30pm |  **2 comments**

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TAXPAYERS have spent more than \$236,000 for every student who attends private Carnegie Mellon University in Adelaide.

Inquiries by *The Advertiser* have revealed at least \$39.25 million has been given by taxpayers to the American university to attract only 166 students so far, comparing to about \$15,000 per student spent at Adelaide and Flinders universities and Uni SA.

Harkin proposes more oversight of for-profit universities

By **Adam B Sullivan** | 06.24.10 | 1:30 pm

0 Comments and 0 Reactions

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U.S. Sen **Tom Harkin** is calling for increased scrutiny on for-profit colleges and universities. Thursday he will begin conducting oversight hearings to assess huge revenue growth in the industry.

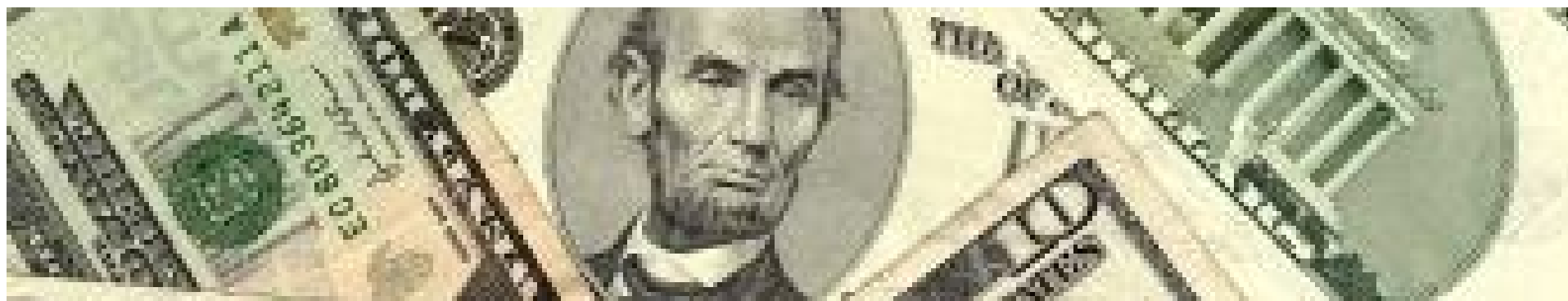
A **statement from Harkin's office** points out that one for-profit school generated a profit margin of 37 percent — more than twice that of Apple Inc.

Despite their profit-making ability, federal dollars wind up in these colleges' coffers.

According to the U.S. Department of Education, \$4.3 billion in Pell grants and \$19.6 billion in federal loans were paid to for-profit schools in during the 2008-2009 academic year.

"Taxpayers are investing billions of dollars in for-profit colleges, yet student debt and default rates at these schools are disproportionally higher than at non-profit and public universities," said Harkin, chair of the Senate Health, Education, Labor and Pensions committee. "This data begs for oversight of this





US for-profit HEIs – recent press comments

Obama raises pressure on for-profit universities

By Chris Cook, Education Correspondent

Published: September 13 2010 20:05 | Last updated: September 13 2010 20:05

The **Obama administration** has raised the pressure on the US for-profit universities, accusing them of "saddling students with debt they cannot afford in exchange for degrees and certificates they cannot use."

Arne Duncan, the secretary of education, said that the sector had "profited and prospered thanks to federal dollars", but "some of their students have not".

Ten Reasons To Love For-Profit Universities



SteveFoerster Thu, Sep 9 2010 12:18 AM



"Be true to yourself, and, um, don't worry about some large companies' quarterly profit index." — Natalie Merchant

With all the commotion surrounding for profit universities these days, and the bad rap that they get, I was very pleased to see this list of top ten reasons to love for-profit universities. It was written by my friend **Dr. Anthony Piña**, who is now Dean of Online Studies at Sullivan



and if all else fails





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Bali

Stenden University Bali

Stenden Bali is part of Stenden university, an Institution with more than 100 years of experience in education. It was first established in 1904 and developed into a global university with more than 15 sites, either in The Netherlands, Germany, the middle east, South Africa, Thailand, and now also Bali. All programmes offered to students in these universities are based on and work with the high-quality material provided by Stenden university.

Our programme International Hospitality Management teaches students to become a manager or consultant in hospitality and service oriented companies, such as hotels, restaurants, recreation areas, congress centers and airline and cruise-line companies. Because of the high demand for well trained professionals, graduates of this programme have an excellent job opportunity. Through the International Hospitality Management of the hospitality branch and the study, many students find a job abroad. Graduates from the International Hospitality Management Programme are spread all over the world!

New: English Language Course

apply before January 30, 2010

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for International Hospitality Management

The UK, the private sector and partnerships



US institutions in London

LSC
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Florida State University
London Study Centre



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BRITISH PROGRAMMES



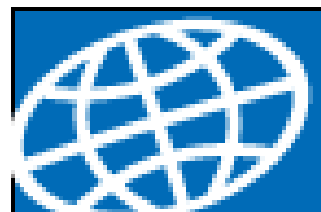
Schiller International University
London Campus



NYU in London



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THE AMERICAN INTERNATIONAL
UNIVERSITY
IN LONDON

Overseas delivered programmes from UK HEIs (HESA 2008-09)

	Overseas delivered		Flexible/ DL	Totals
	campus	other		
Grand Total	9885	265800	112385	388135
Malaysia	2930	34570	5035	42535
Singapore	0	26965	13390	40355
Pakistan	0	21040	2105	23145
Hong Kong (SAR)	120	11435	10590	22165
Nigeria	0	12755	2905	15670
China	3515	10270	1225	15010
Ireland	0	7855	6115	13970
Ghana	0	12015	1405	13420
Trinidad	0	6545	6535	13080
Greece	0	9025	2650	11675
Russia	0	1040	8510	9550
UAE	1970	2895	2505	7370
India	740	5165	1465	7370
Egypt	0	5945	715	6660

The UK Independent Sector

- *Grown rapidly over last 10 years – London centric*
 - *Most recruit only international students*
 - *Possibly 100,000 enrolled*
 - *Many offer programmes validated by UK HEIs*
 - *Increasing numbers foreign providers setting up*
 - *New visa regime has had impact*
- 

The UK independent HE sector

- *Student fees are only revenue source*
- *Quality is central – both to meet academic standards and deliver the student experience*
- *Large majority of students are international*
- *Manage to strict cost control*
 - *Efficient processes*
 - *High conversion rates for recruitment*

Private sector providers in the UK

City Of London Business College

WWW.CITY-LBC.COM



LONDON
COLLEGE OF
BUSINESS MANAGEMENT



Kensington
College of Business

Your Best Way to be Professional...



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Established 1973

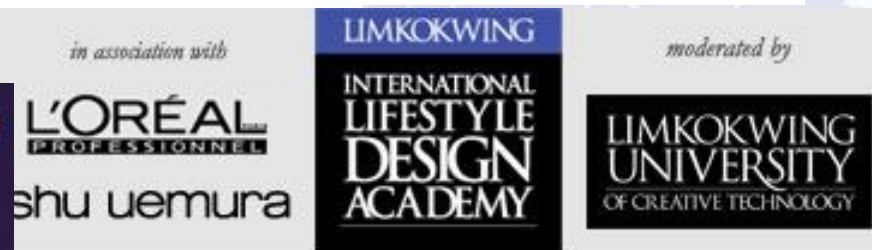
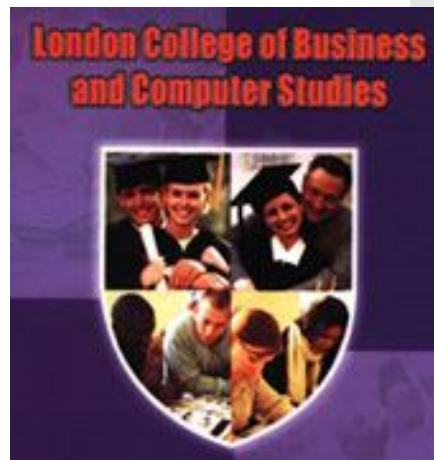
**GREENWICH SCHOOL
OF MANAGEMENT** LONDON



Prifysgol Cymru
University of Wales



London
School of Business
& Finance



The London College

UCK



A public – private relationship that works, in UK and internationally



London School of Commerce

DEGREE programmes offered:

Bachelor; Master/MBA ; Professional Doctorate

Business, management, finance, law

Partner universities:

–UWIC

–Gloucester

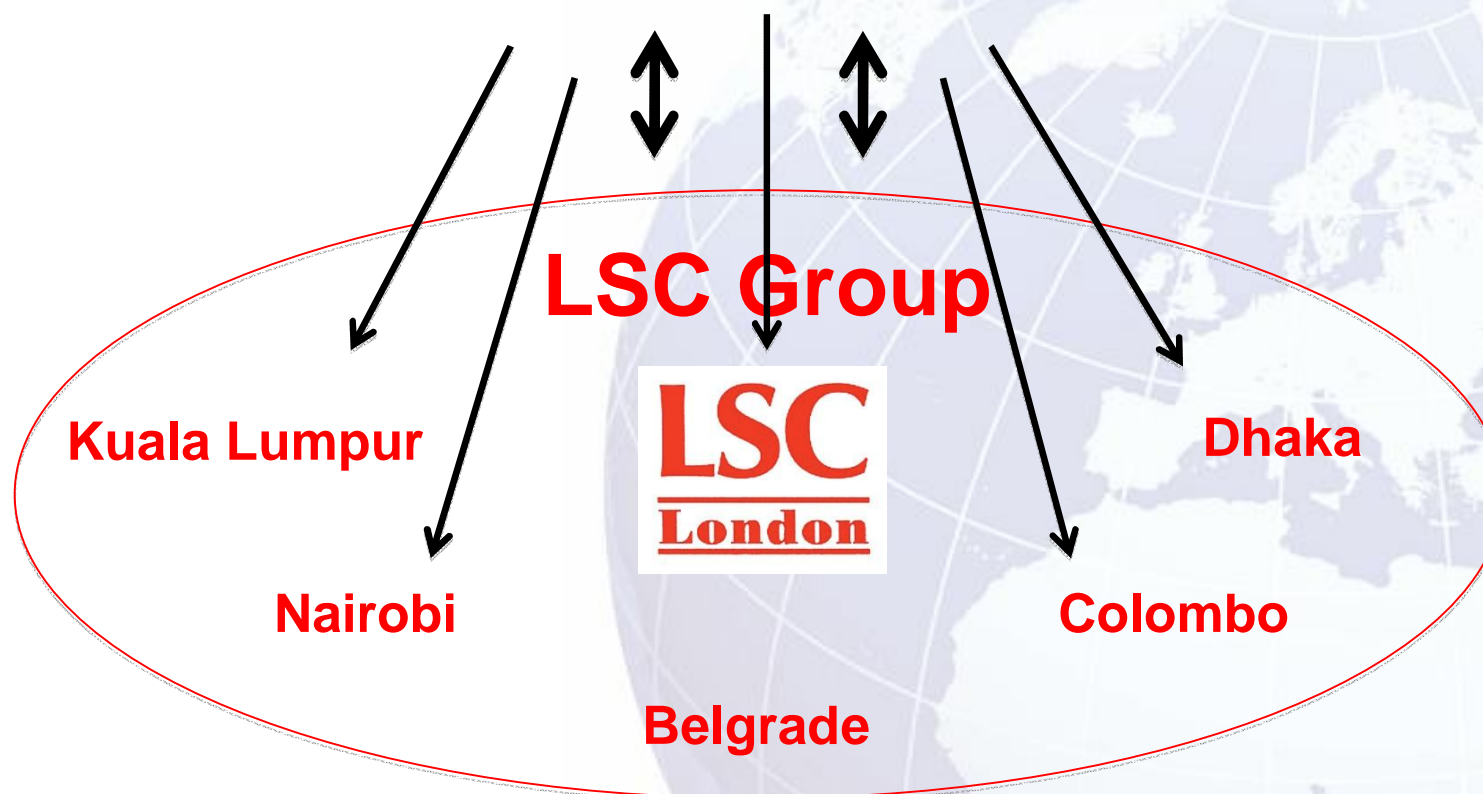
–East London

±5,000 international students

from >130 countries

±3,000 on MBA programme







LSC
London



Kuala Lumpur



LSC
London

Dhaka

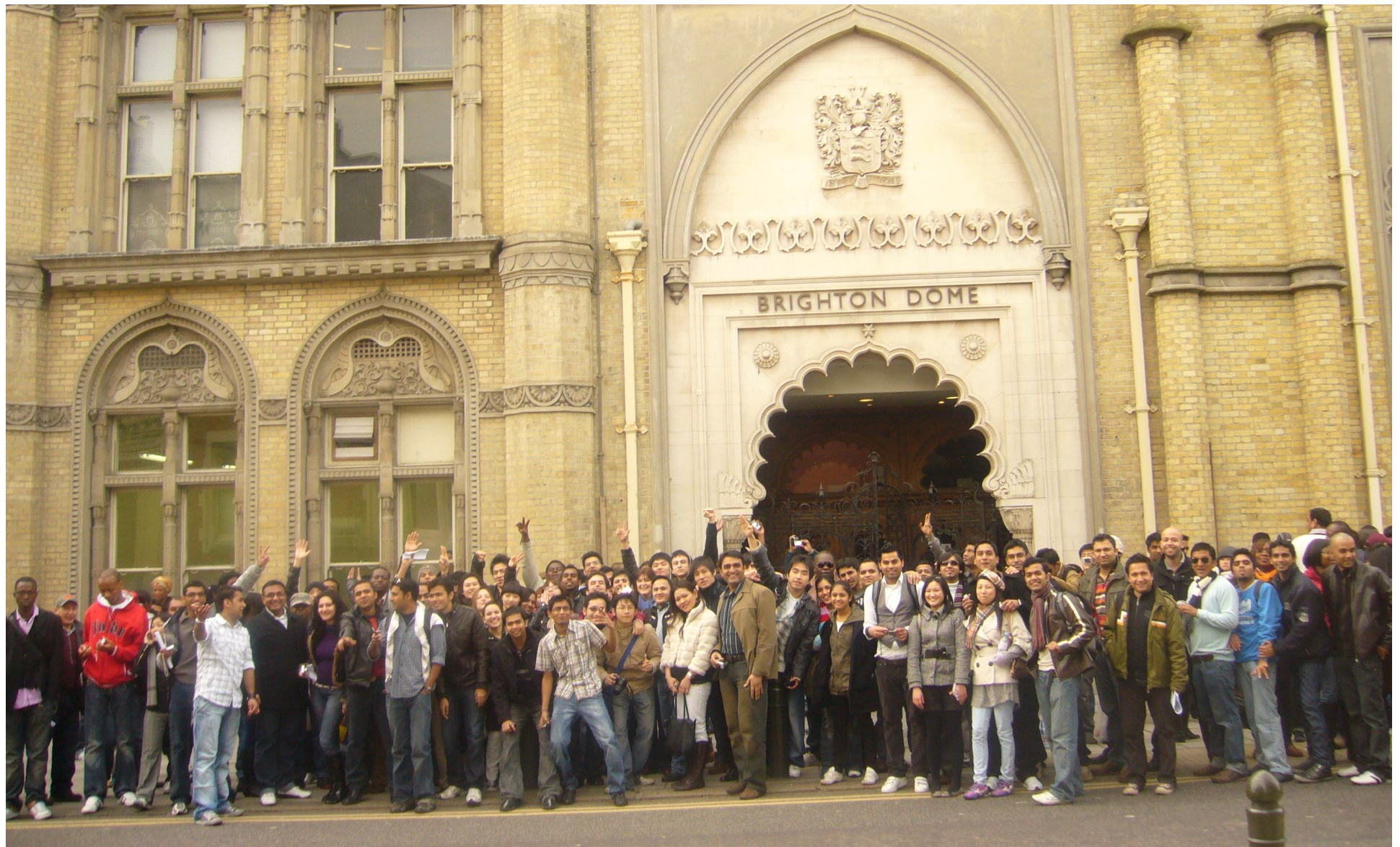












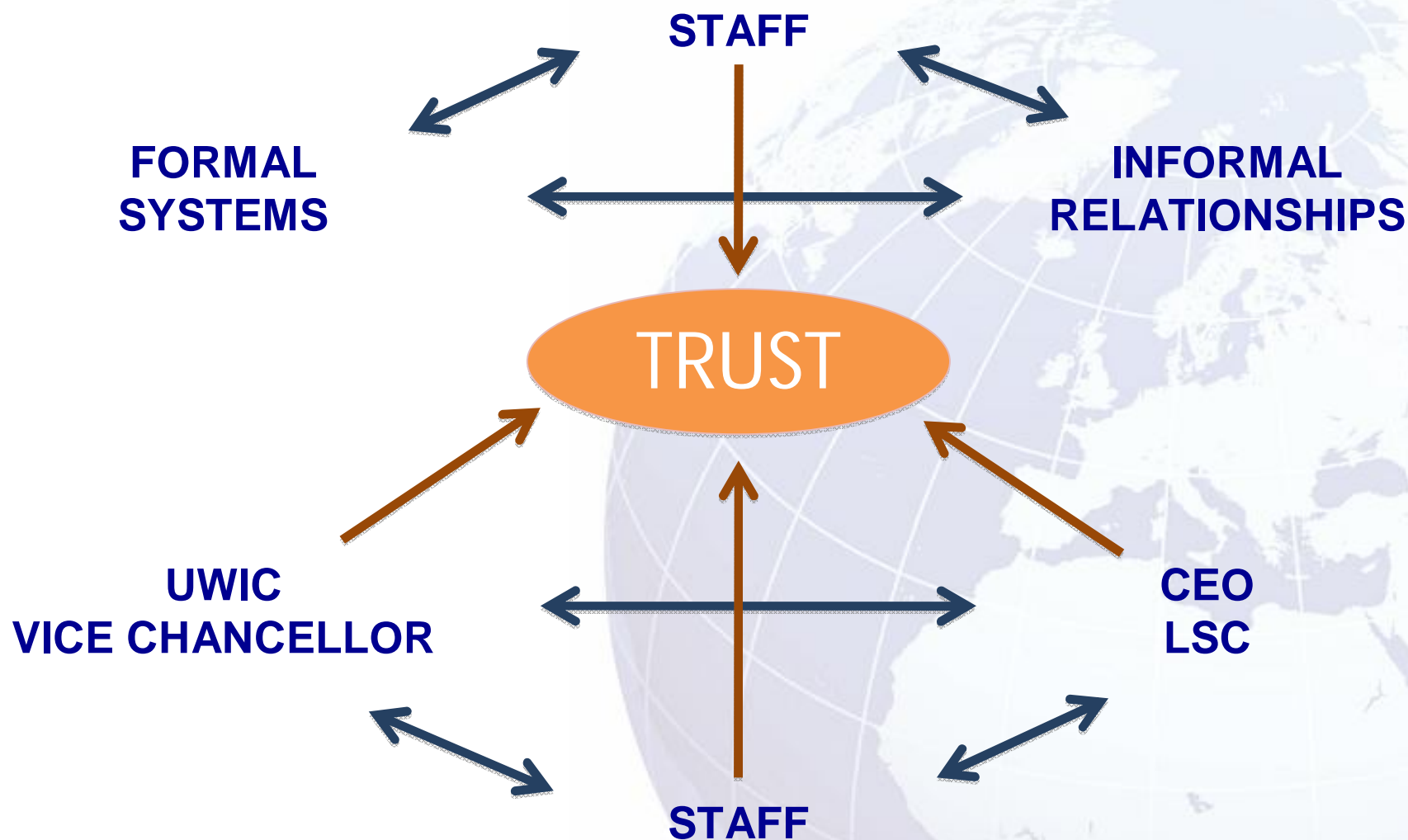








Why does the relationship work well?

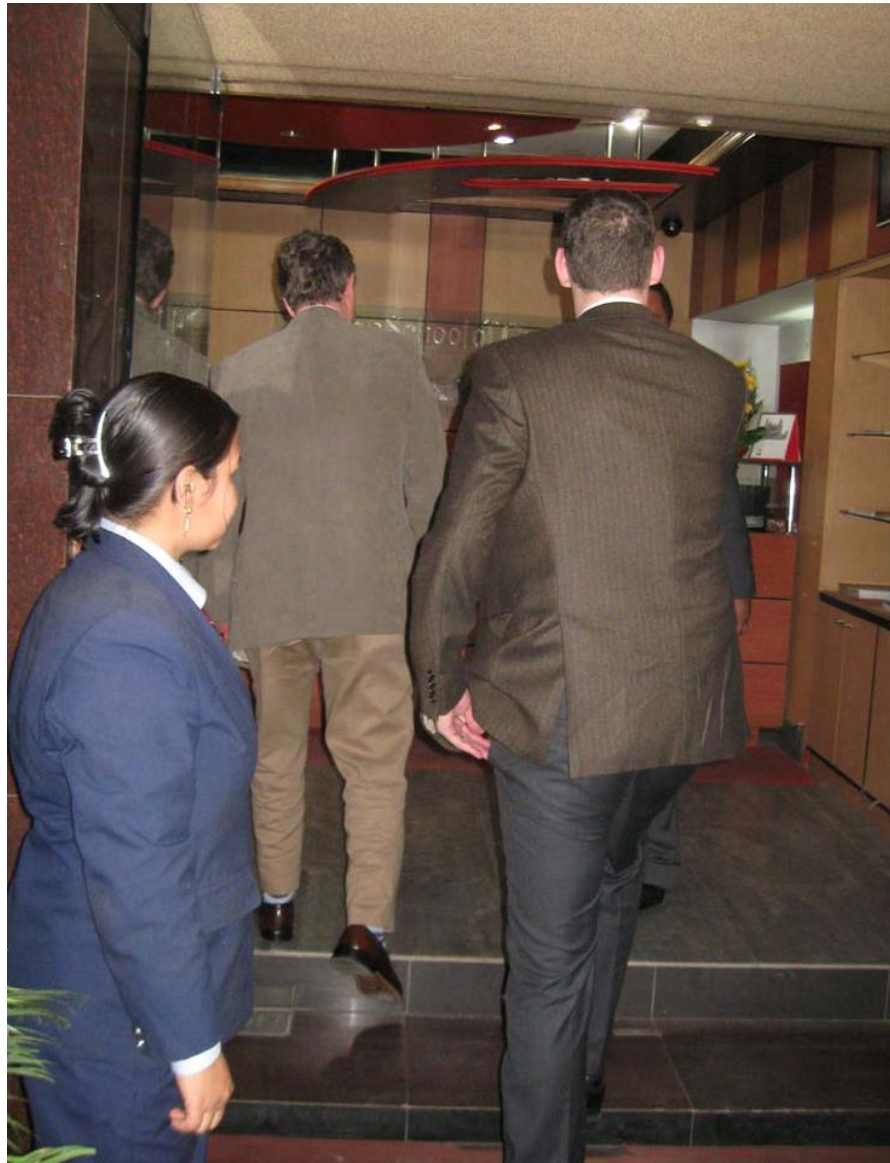


The UWIC-LSC Formal Relationship

- *Exam and Course Boards meet every 4 months*
- *UWIC VC's Special Adviser oversees the relationship – ensures compliance*
- *Regular contact with Dhaka and KL*
 - *Visits*
 - *Routine video conferences*
- *UWIC staff in LSC (ever day!)*
- *Structure of programmes (8m + 4m)*
- *Strong supervisory support (50 external supervisors for MBAs)*
- *High use of on-line systems: access to UWIC systems and use of Blackboard*

- Strong professional and personal UWIC-LSC relationships
- Close and shared involvement in programme delivery
- Confidence and trust built up over time
- UWIC gained confidence that LSC internal systems are robust

..... the UWIC quality police inspect Dhaka!



Competition or mutual benefit?

UWIC benefits:

- Enhanced global profile and brand
- Very effective recruitment model
- Additional students on Cardiff programmes
- Understanding how to deliver partnerships
- Enhanced staff experiences
- Revenue

Competition or mutual benefit?

LSC benefits

- Quality programmes delivered to QAA requirements
- UWIC provides excellent academic support
- Enhancement of its brand
- Close supportive relationship for students
- Developed robust control systems
- Revenue

The students:

- Benefit from quality assured UK programme
- High pass rate
- Short time scale
- Competitively priced

Would they have come to UK/UWIC if LSC did not exist?

- London is attractive destination – family, employment
- LSC offer is very cost-effective
- Attracted by LSC with its student-focused marketing

Relationships between independent and state sectors in collaborative teaching

- There are close and professional relationships with validating universities
- Very limited contact of UK independent sector and the various representative bodies
- Independent sector treated as homogenous – no differentiation
- Many leading UK state sector HEIs willing to collaborate with foreign private sector internationally - but not in UK

Some questions:

- What is the shelf-life for international collaborative delivery and validation programmes?
- Should HEFCE treat UK private sector providers in similar way to public?
- Why are there no large UK higher education enterprises of Laureate or Kaplan? Should there be?
- Will some current UK public HEIs become 'private' (for-profit or not-for-profit?)
- Will there be an increase in independent providers in UK (dominated by US?)



Many thanks!

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