# International Partnerships: A U.S. Perspective

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# Today's Topics

- The U.S. policy context for internationalization
- Campus strategy
- Strategic partnerships
- What does the future hold?

# The Context

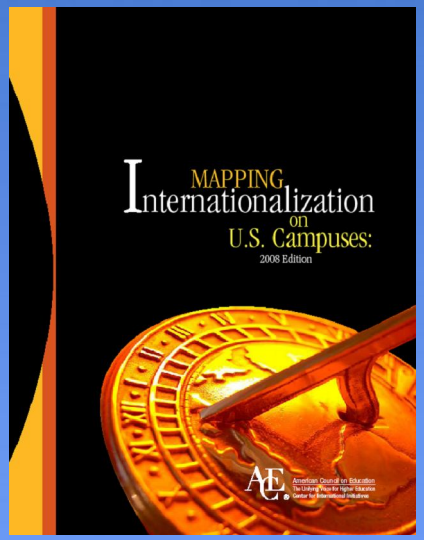
# Policy Context

- New administration and public diplomacy
- No national strategy
- Limited funding
- Institutional competition
- Limited TNE

# Multiple Rationales for H.E. Internationalization

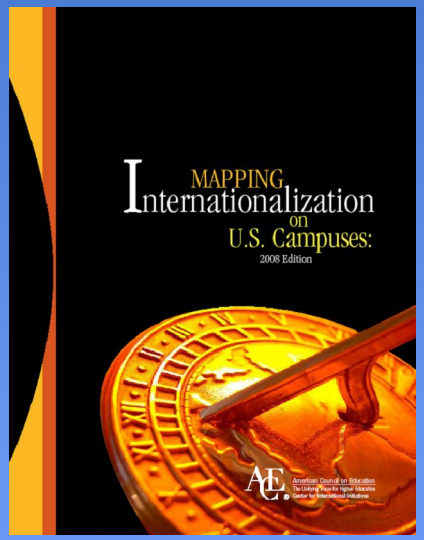
- Antidote to parochialism
- Academic quality
- Graduates as globally competent
- Prestige/ “world class”/competition
- Revenue

# The ACE Survey




- **2001 Survey**
  Stratified sample, 750 respondents
- **2006 Survey**
  All regionally accredited postsecondary institutions that grant associate or baccalaureate degrees, 1047 respondents

# The ACE Survey




- Institutional support
- Curriculum and co-curriculum
- Faculty policies and opportunities
- International students

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# Planning and Assessing Internationalization

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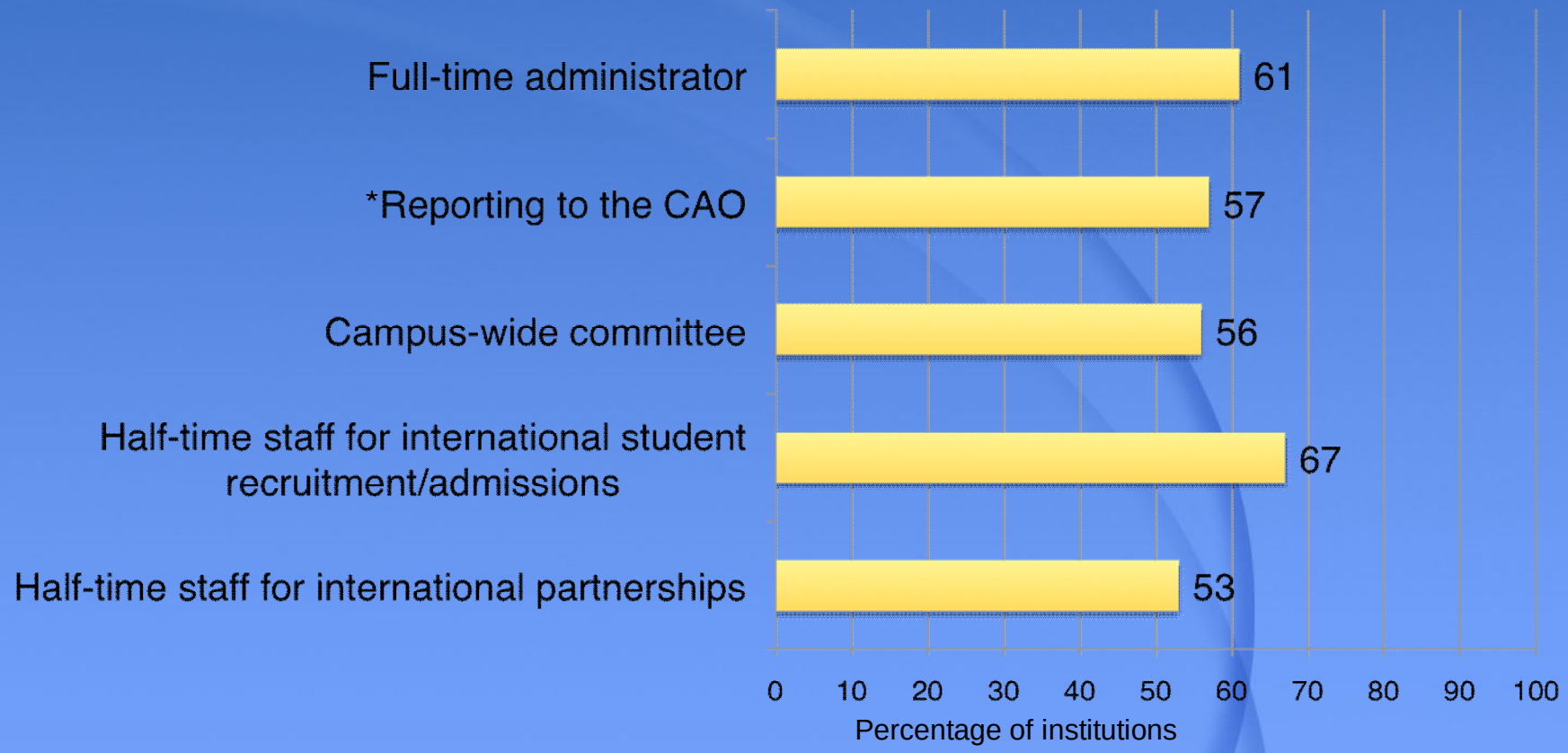
# Institutional Support Structures




*Based on those that do have a full-time administrator

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# Aligning Strategies

# Campus Strategy

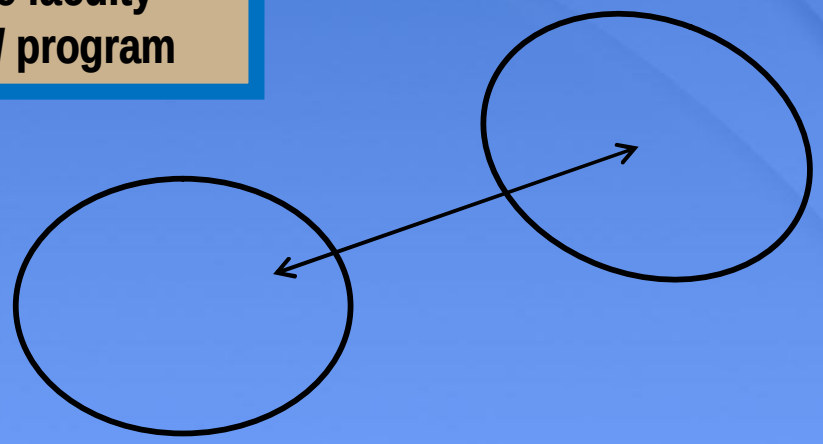
# Campus Strategy

- Does the institution have an **internationalization strategy**? If so, how does it align with the institutional strategy and advance institutional goals?
- Does the institution have a **strategic approach to partnerships** (target institutions, countries, regions)? How does it decide which partnerships to support?
- How well are partnerships integrated into the overall internationalization strategy?

# TRADITIONAL PARTNERSHIPS

**University A:**

**A single faculty member/ program**

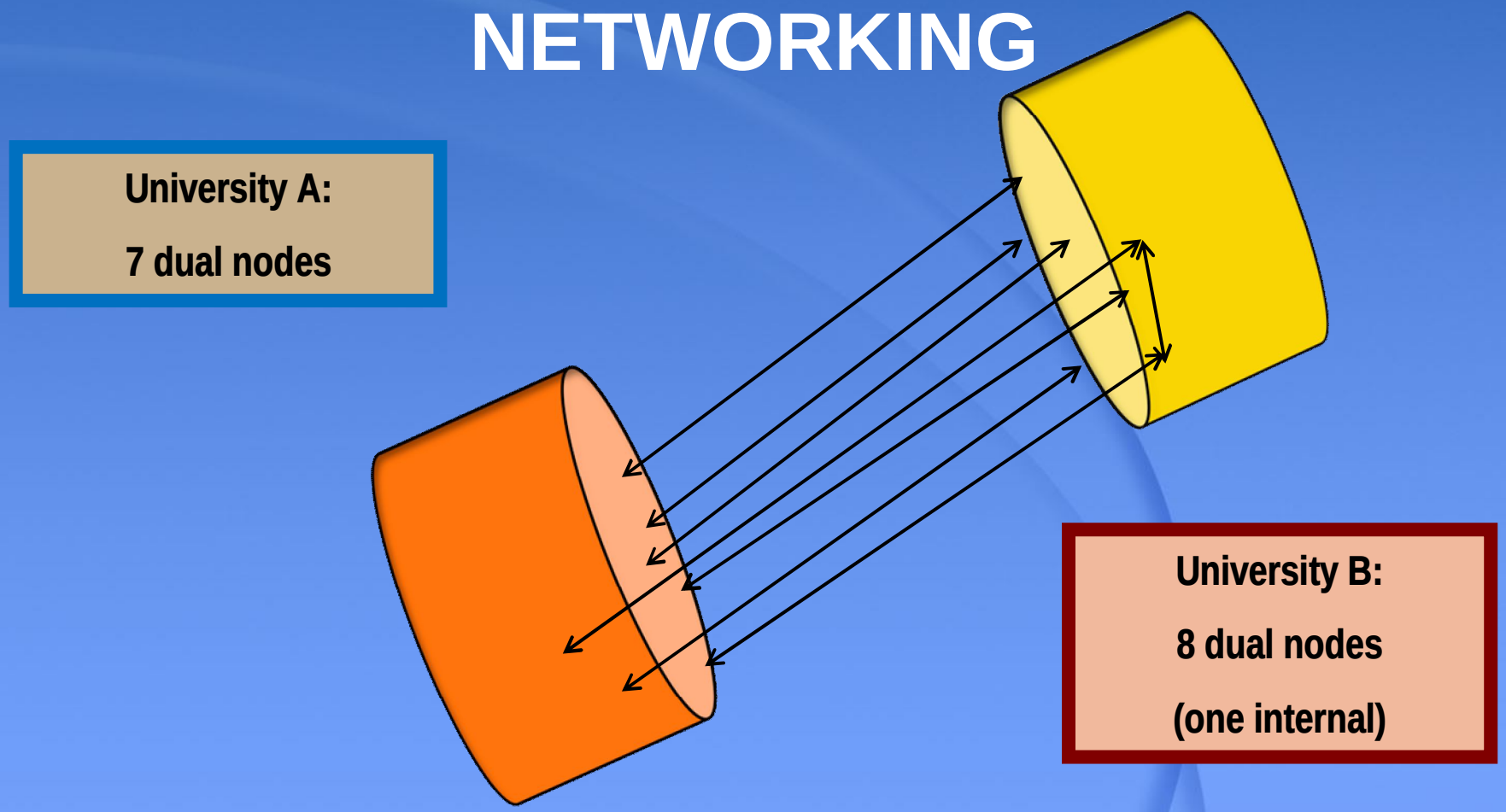


**University B:**

**A single faculty member/ program**

*Adapted from a presentation by Charles Bantz, Chancellor, IUPUI*

# STRATEGIC PARTNERSHIPS AS NETWORKING

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# STRATEGIC PARTNERSHIPS

- Formalized agreements that align some strategic goals of two or more institutions.
- The activity can be multi-unit, multi-party, multi-level, multi-discipline.

*Adapted from a presentation by Charles Bantz, Chancellor, IUPUI*

# CHARACTERISTICS OF STRATEGIC PARTNERSHIPS?

- Initiated by individual or team
- Stimulated by university leadership
- Multiple linkages between and within
- Formalized by institutions

*Adapted from a presentation by Charles Bantz, Chancellor, IUPUI*

# Strategic Partnerships

IUPUI and MOI University: A Case Study

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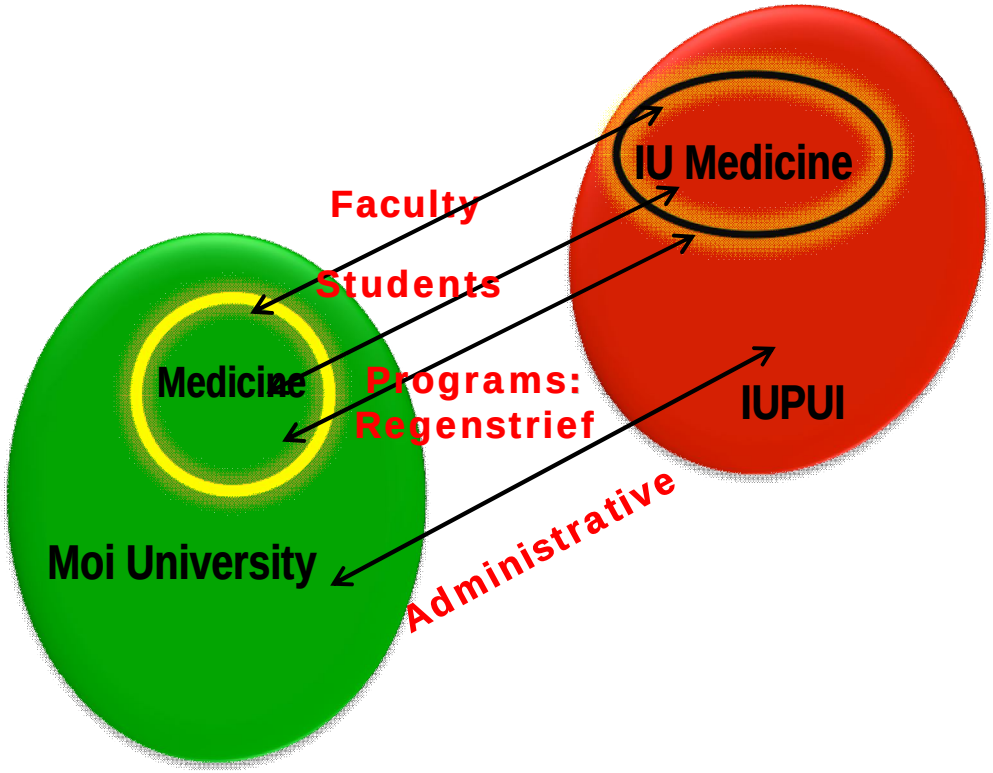
# Networking in Action: MOI UNIVERSITY & IU SCHOOLS of MEDICINE

- Initiated by individual or team.
  - Champions in Medicine at Moi and Indiana 1990
- Stimulated by university leadership.
  - Moi, IU Medicine, IUPUI
- Involves multiple units within each institution.
  - Departments, Residency, Undergraduate MD
- Formalized.

# STRATEGIC PARTNERSHIPS AS NETWORKING



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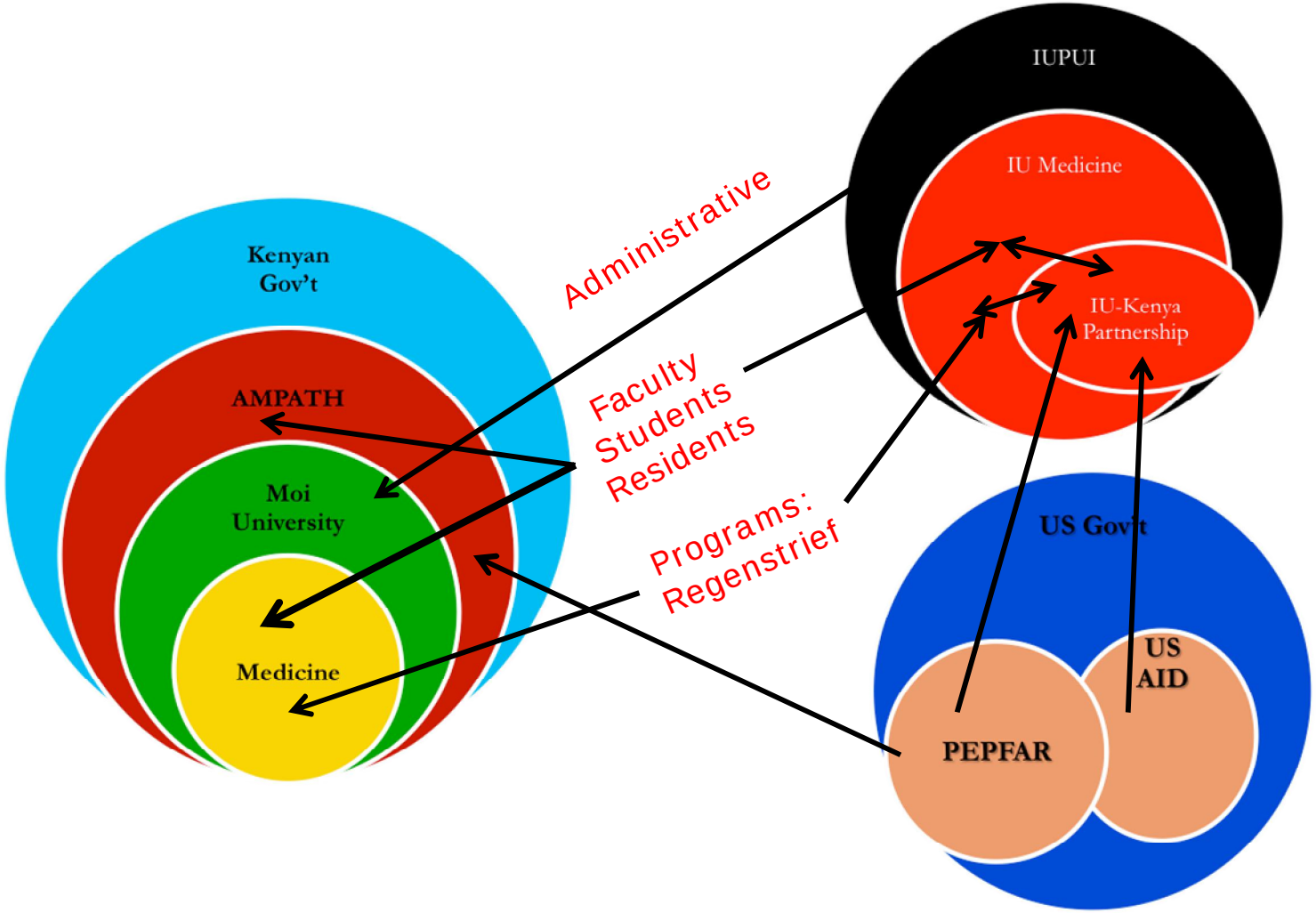
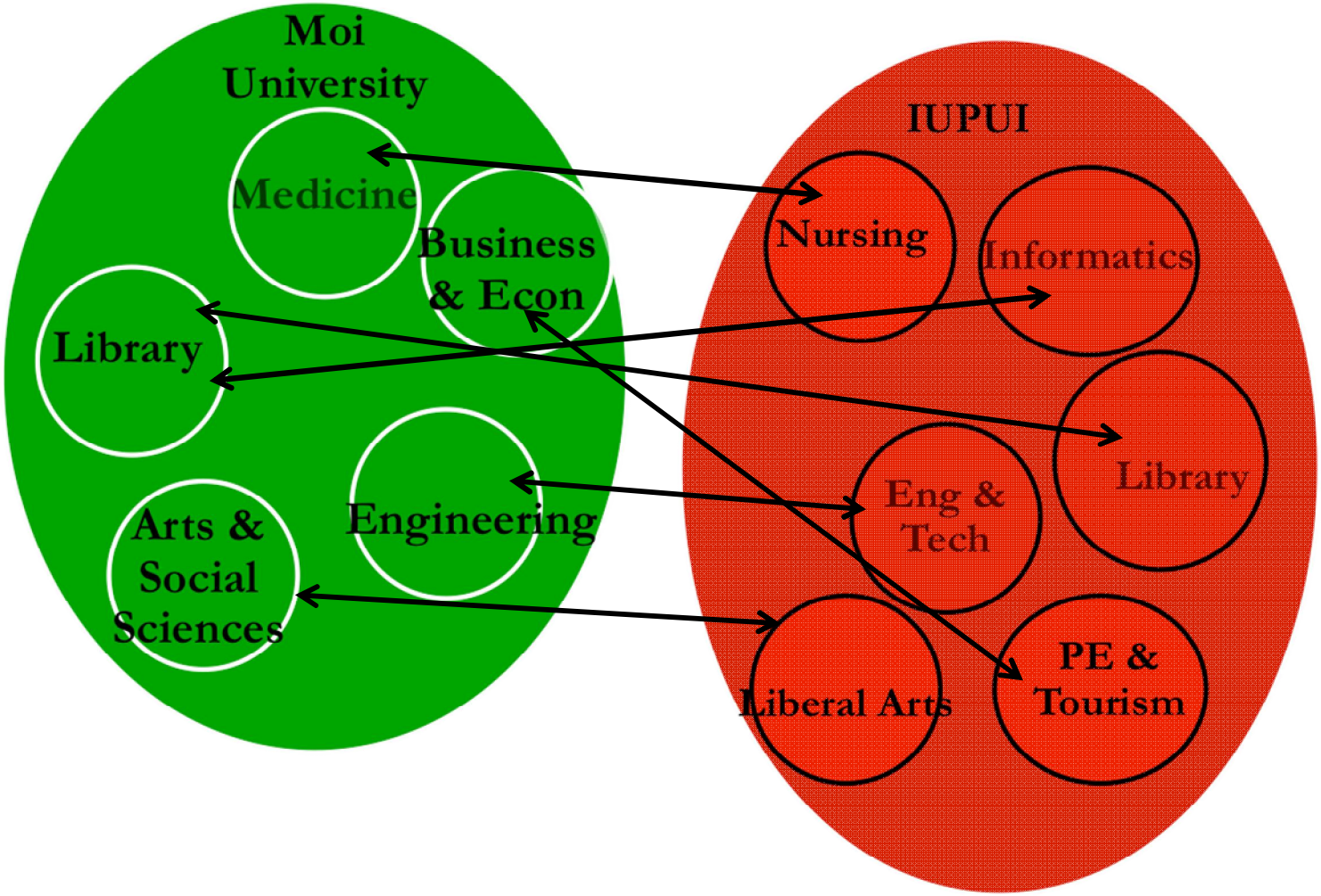


# NEW RELATIONSHIPS



# THESE CHARACTERISTICS CREATE DIFFERENT RELATIONSHIPS

- A web network
- Opportunity for leveraging
- Opportunity for equity
  - Even though resources are not equal

# THESE RELATIONSHIPS CAN BE TRANSFORMATIONAL

- **Creating new projects beyond original effort.**
- **Extending international experience to more disciplines.**
- **Engaging a larger set of faculty, students, and staff.**
- **Involving communities.**
- **Focusing resources to sustain. relationship beyond their creators.**

# Management Issues

- Selecting Partners
- Negotiating agreements
- Nature of administrative support
- Costs (overt and hidden)
- Implementing and Sustaining
- Evaluating

# The Future of International Partnerships

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# What does the future hold?

- New administration
- Deepening economic crisis
  - Institutional cutbacks: travel, faculty development
  - Vulnerability of internationalization (unless it is revenue producing)

# Some possible scenarios

- Heightened global competition
- The internationally “fittest” will stay in the game.
- Cutbacks to internationalization; partnerships
- The internationalization imperative prevails.

# International Partnerships: Guidelines for Colleges and Universities (2008)

www.acenet.edu/programs/international/partnerships

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