UNIVERSITY OF LONDON
INTERNATIONAL PROGRAMMES

Models of engagement and risk

International Partnerships; Transnational Education

Tim Gore OBE

Worldwide Access | Opportunity | International Reputation

A federation of 19 Colleges and a number of specialist research Institutes

UNIVERSITY OF LONDON

UNIVERSITY OF LONDON INTERNATIONAL ACADEMY

+ in collaboration with 12 Lead Colleges

SOAS University of London · Birkbeck University of London · King's College London · Royal Veterinary College University of London · Royal Holloway University of London · IOE London Institute of Education University of London · Goldsmiths University of London · UCL · Heythrop College The Specialist Philosophy and Theology College of the University of London · LSE The London School of Economics and Political Science · Queen Mary University of London · London School of Hygiene &Tropical Medicine

Product of the collaboration

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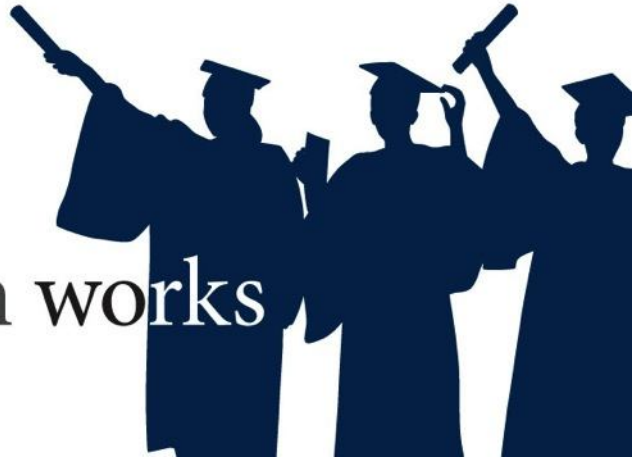
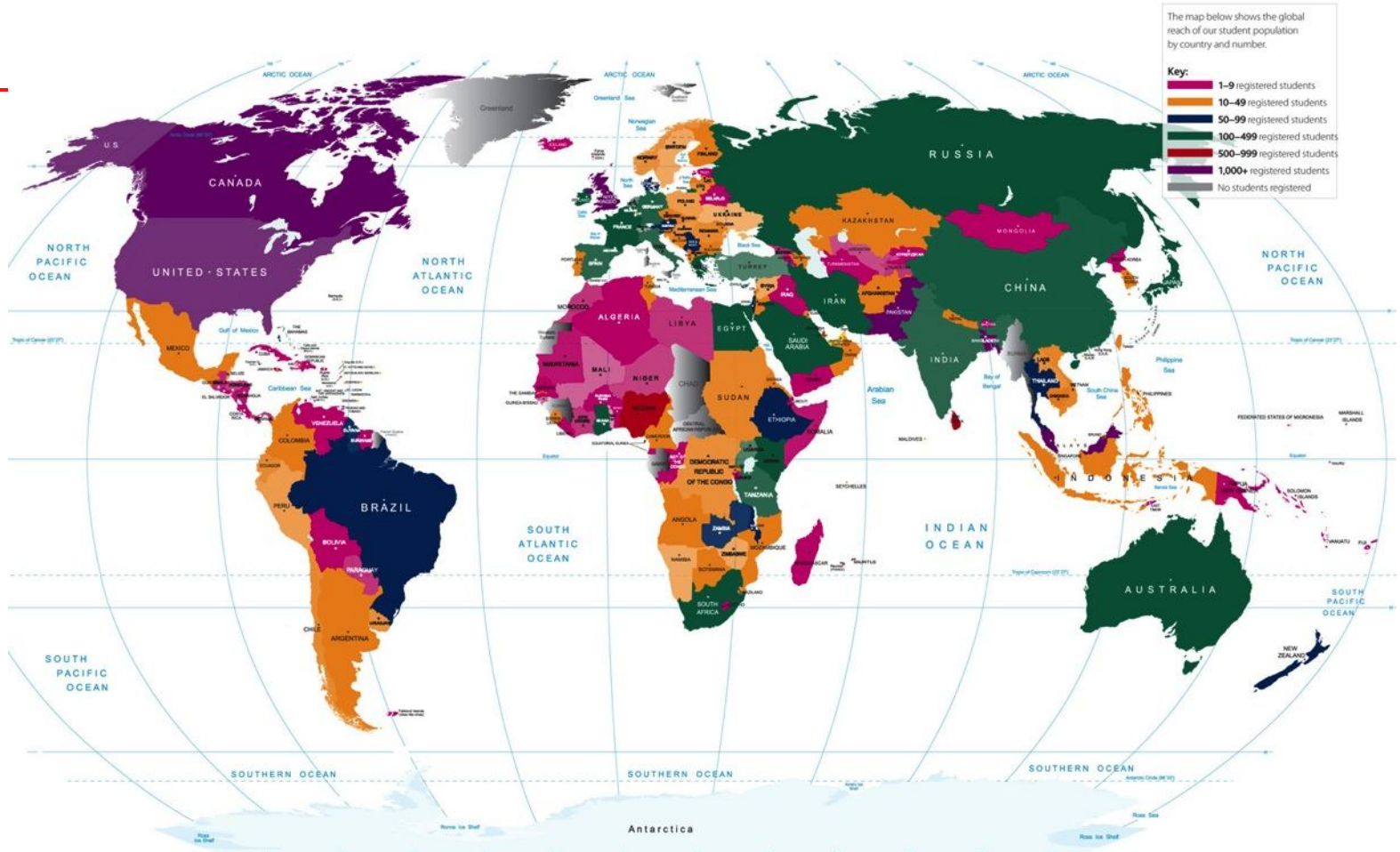


How the collaboration works

We have students in 180 countries



the total number of students has increased by over 50% this decade

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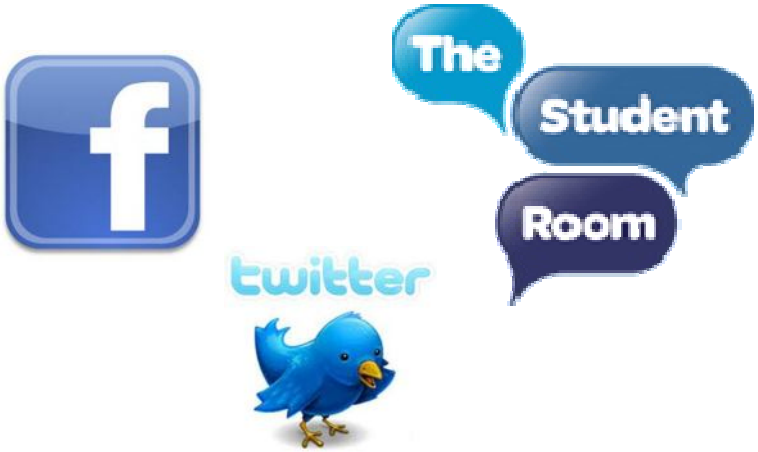
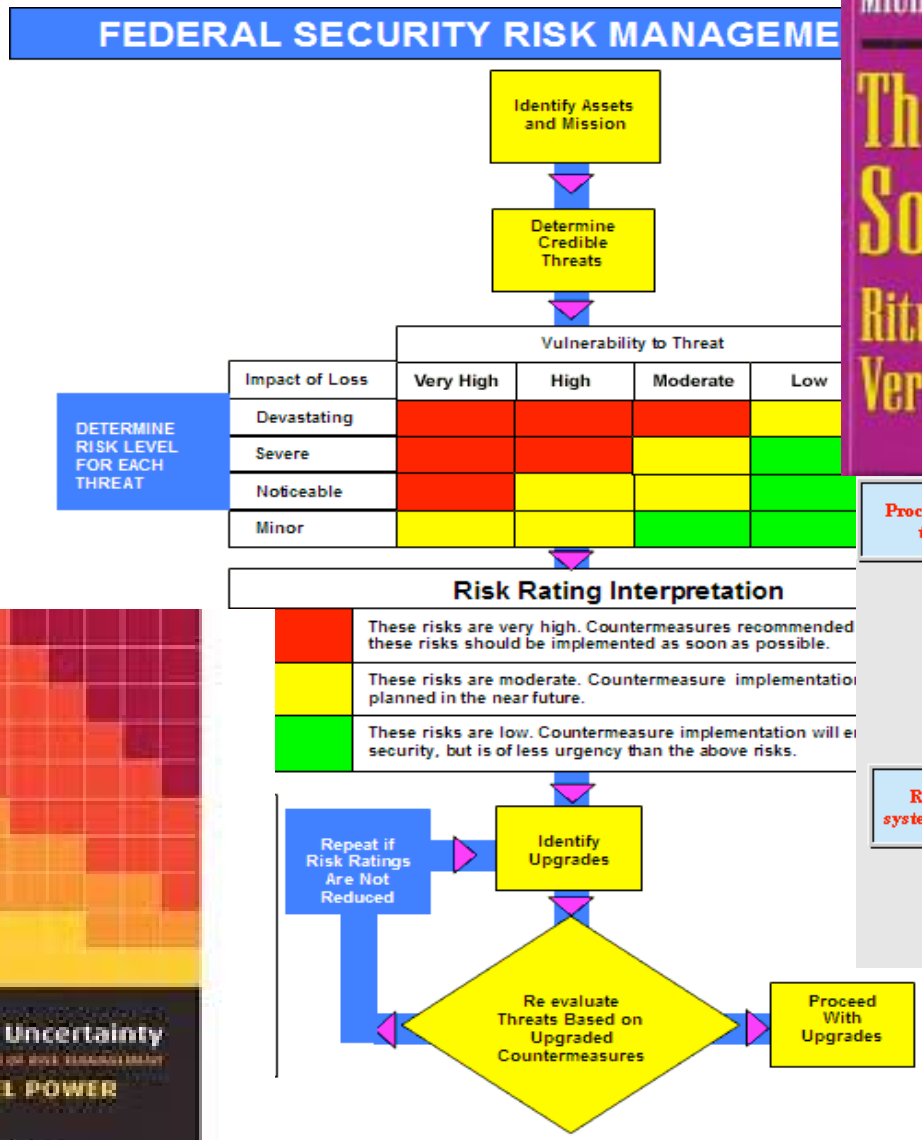
Our students and alumni : some traditional; some mobile some on a second chance….

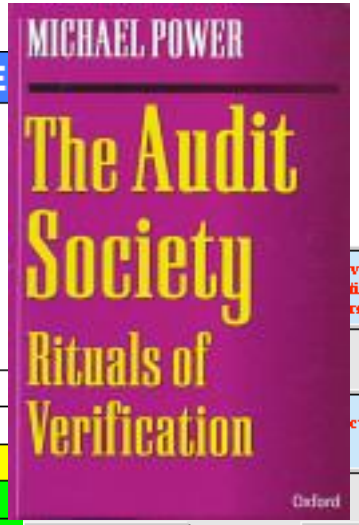
And two modes of study

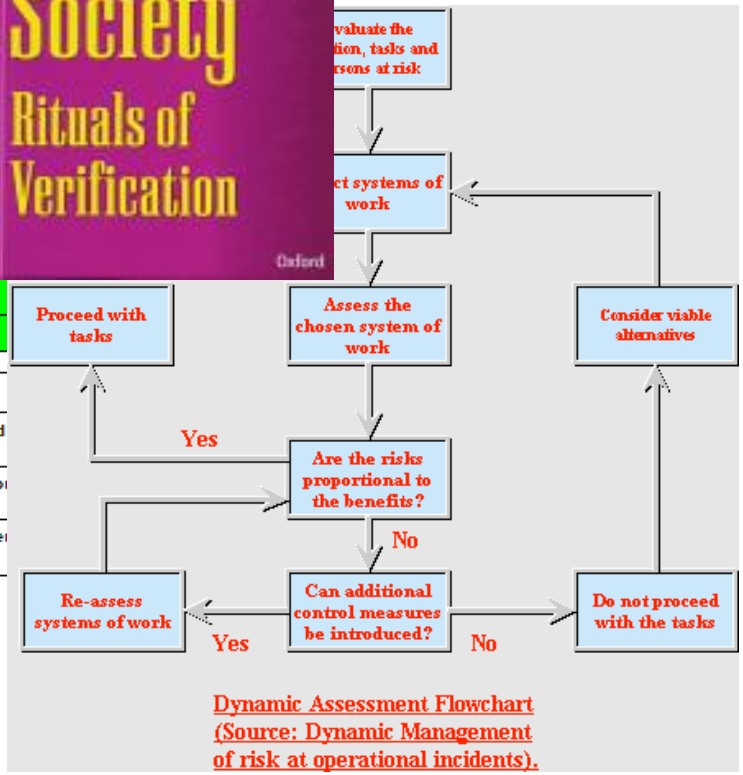
A diverse and rich
network of independent teaching institutions



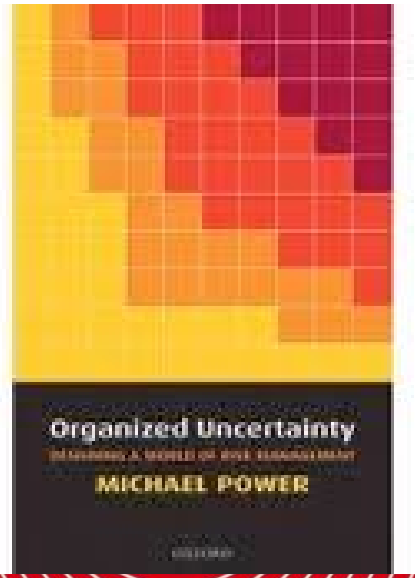
A risky world







Dynamic Assessment Flowchart (Source: Dynamic Management of risk at operational incidents).



Risky thinking

- Atomism – the boiled frog
- Snowstorms -committees overburdened
- Distorted motivations - idealism, profit…
- Tunnel vision – lack of diversity
- Home focus – distance blurs

Models of Transnational Engagement and risk

Deconstructing the student lifecycle

Components
Summative assessment
Formative assessment
Teaching
Pastoral care
Library access
Core study materials
Supplementary study materials
Curriculum
Admissions
Registration
Marketing

Supported model – locus of activity

Home	Link
Summative assessment	
	Formative assessment
	Teaching
	Pastoral care
Library access	Library access
Core study materials	
	Supplementary study materials
Curriculum	
Admissions	
Registration	
Marketing - Brand	Marketing - Local

Validation model – locus of activity

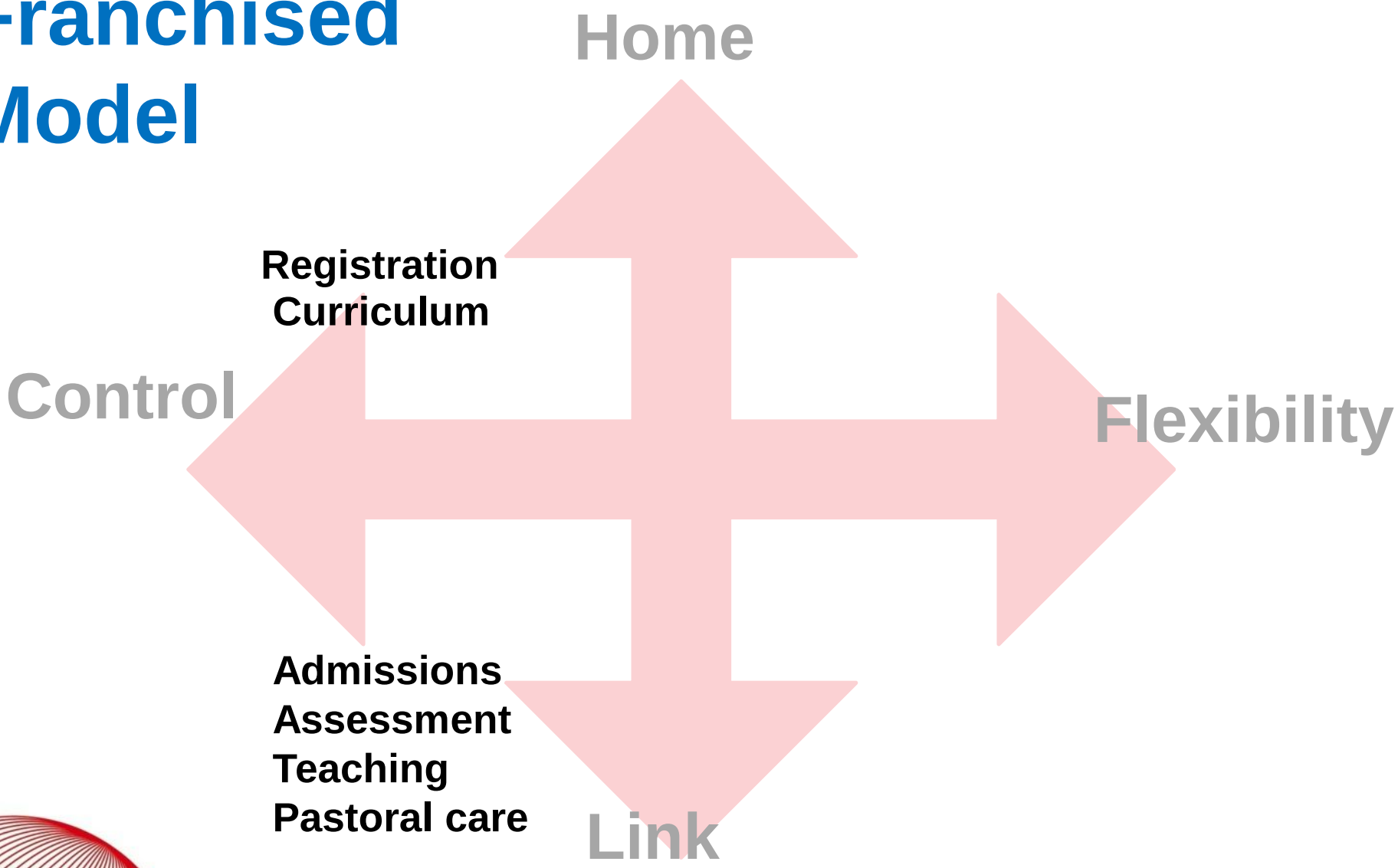
Home	Link
Moderation / exam board	Summative assessment
	Formative assessment
	Teaching
	Pastoral care
	Library access
	Core study materials
	Supplementary study materials
	Curriculum
	Admissions
	Registration
Marketing – Brand	Marketing - Local

Franchise model – locus of activity

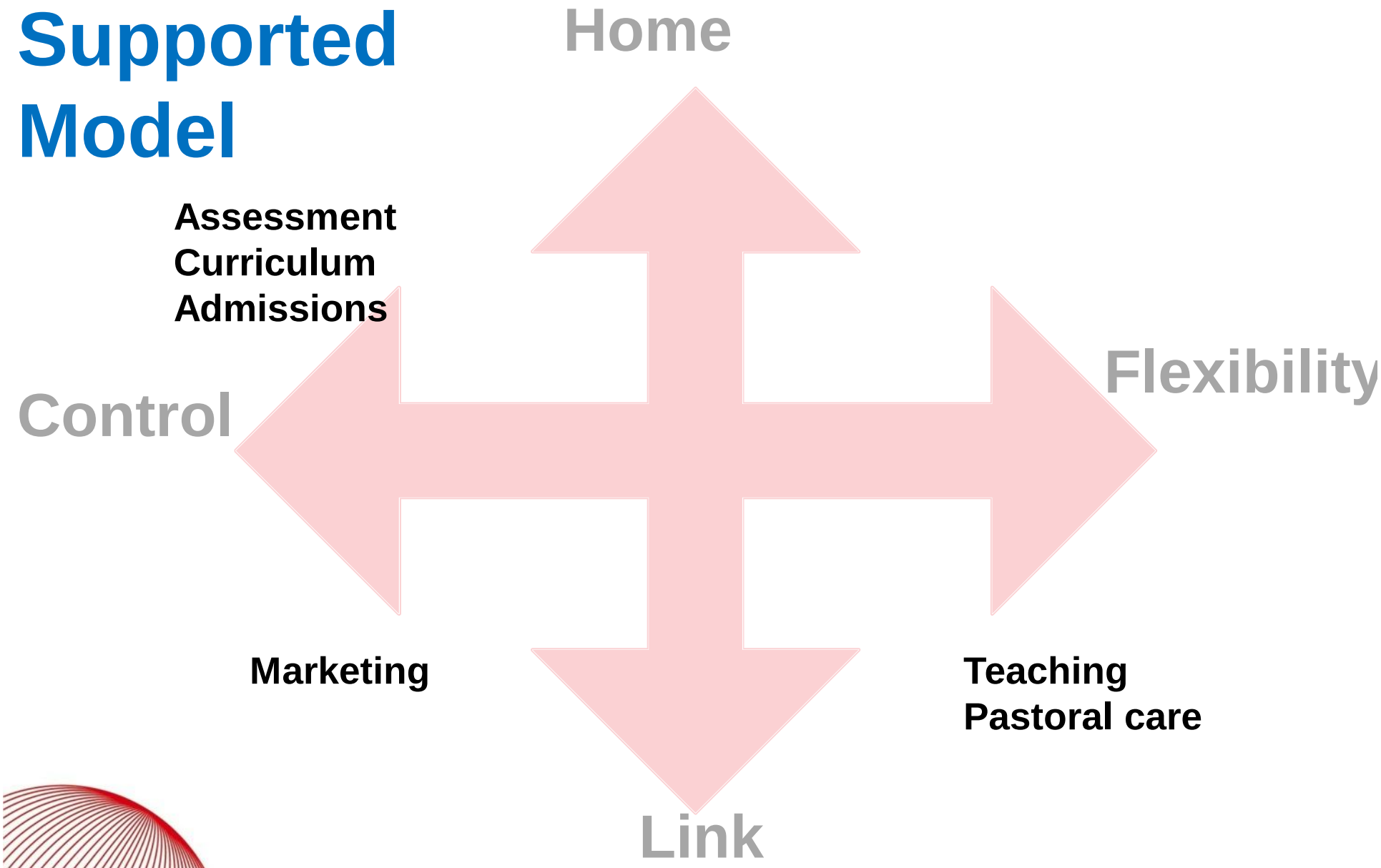
Home	Link
Moderation / exam board	Summative assessment
	Formative assessment
	Teaching
	Pastoral care
Library access	Library access
Core study materials	
	Supplementary study materials
Curriculum	
	Admissions
Registration	
Marketing - Brand	Marketing - Local

	Validation	Franchise	Supported	Branch campus
Summative assessment	L	L	H	H
Formative assessment	L	L	L	H
Teaching	L	L	L	H
Pastoral care	L	L	L	H
Library access	L	H/L	H	H
Core study materials	L	H	H	H
Supplementary study materials	L	L	H/L	H
Curriculum	L	H	H	H
Admissions	L	L	H	H
Registration	L	H	H	H
Marketing	L	H/L	H/L	H

Franchised Model



Supported Model



	Validation	Franchise	Supported	Campus
Reputation risk	High	Medium	Low	Low
Financial risk	Low	Medium	Medium	High
Control exerted	Low	Medium	High	High
Institutional relationship	Adoptive Parent	Parent - child	Diverse	Clone
Market responsiveness	High	Medium	Low	High

Power: reputation risk has emerged as a separate but all encompassing category of risk which has to deal with a complex interrelationship from within to without the organization.

In this process, stakeholders need to be defined, identified and engaged with

http://www.benmorrow.info/research/external-analysis-of-google-inc/

Reconceptualise risk from
a static model to a dynamic one-
with fluid, reflexive and evaluative stakeholders
risk is less the issue than power –
attacking reputation takes resources
and may not succeed

Scott and Walsham 2005

Code of business conduct

TESCO
Every little helps

What does it mean for me?
DO
Tell your Line Manager if you feel you might
have a potentia
DON'T
Do business on
company from v
member, might

National interest
The Tata group is committed to benefit the economic development of the countries in which it operates. No Tata company shall undertake ….

TATA

"Don't be evil"

Corporate Social Responsibility	Corporate Reputation
Institutionalization of CSR	History/ Heritage
Mainstreaming of CSR	Technological Advancement
Community Development	Global Footprint
Modernization Paradigm	Responsibility
Nation-Building	Nation-Building

After Rahul Mitra 2011

Then join the union today!

The lesson of hardship: focus on what matters - the people nearest

Like 0 0

12 May 2011

Crisis has taught one v-c to prize civic engagement above academic reputation, Hannah Fearn hears

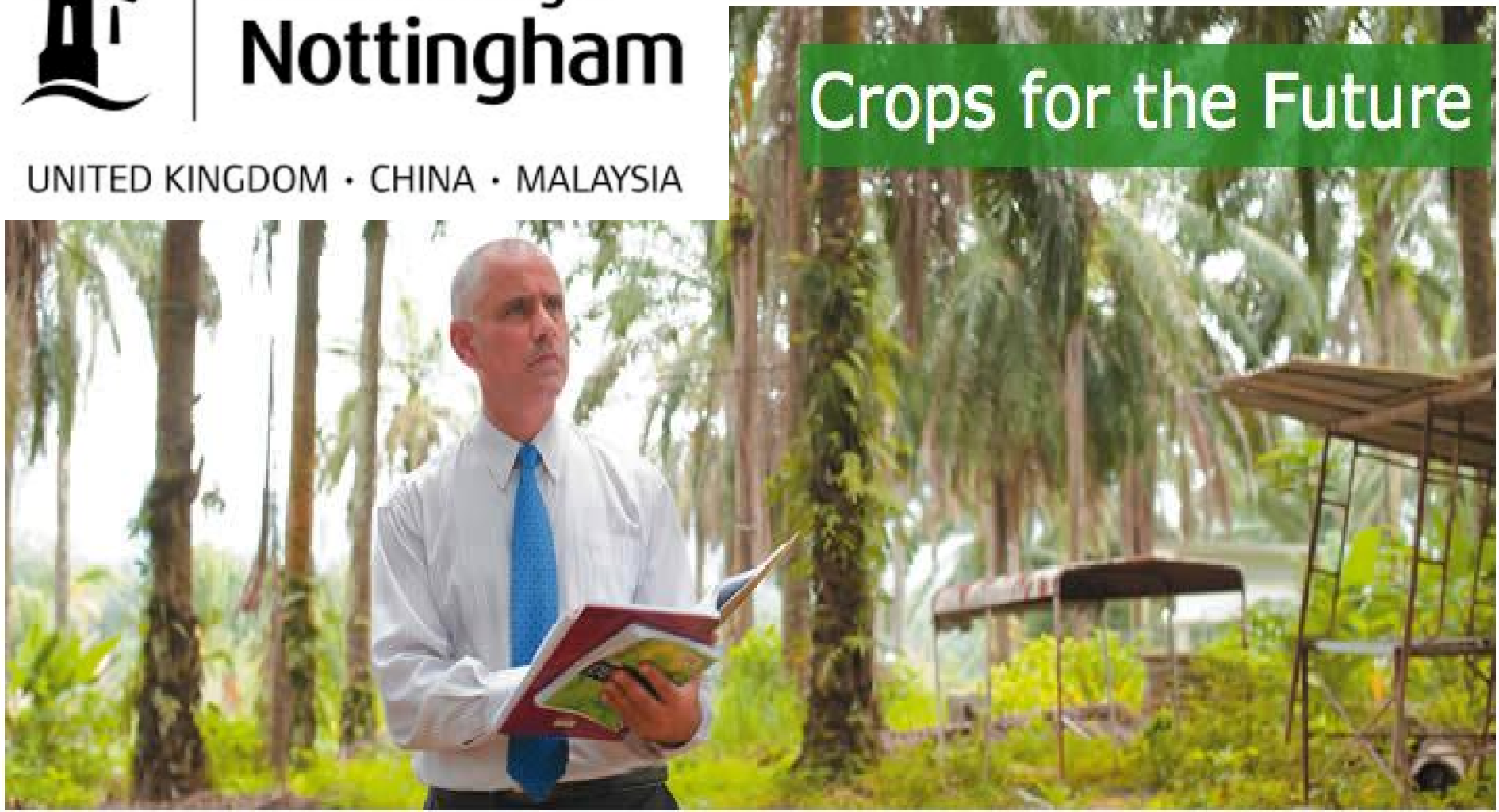
In the wake of the recession and the Browne Review, there has been a chorus of concern about UK vice-chancellors' lack of experience of dealing with crisis.

"If you get off at the airport and take a taxi into town, when you say you are going to Newcastle University, the taxi driver will know what it does because they will have seen some effect. They will say something like, 'Oh they do that borehole. They're going to find us hot water to heat the city'."

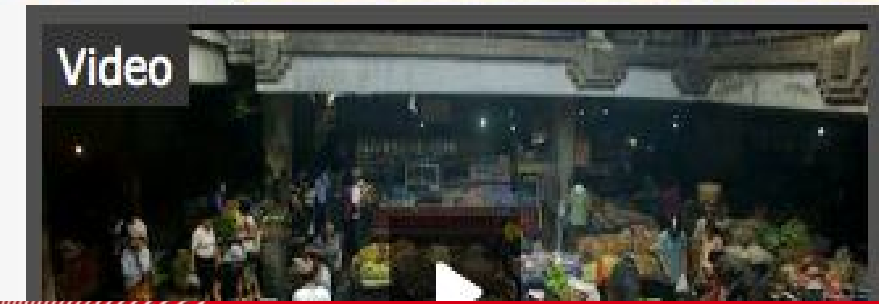
The University of Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

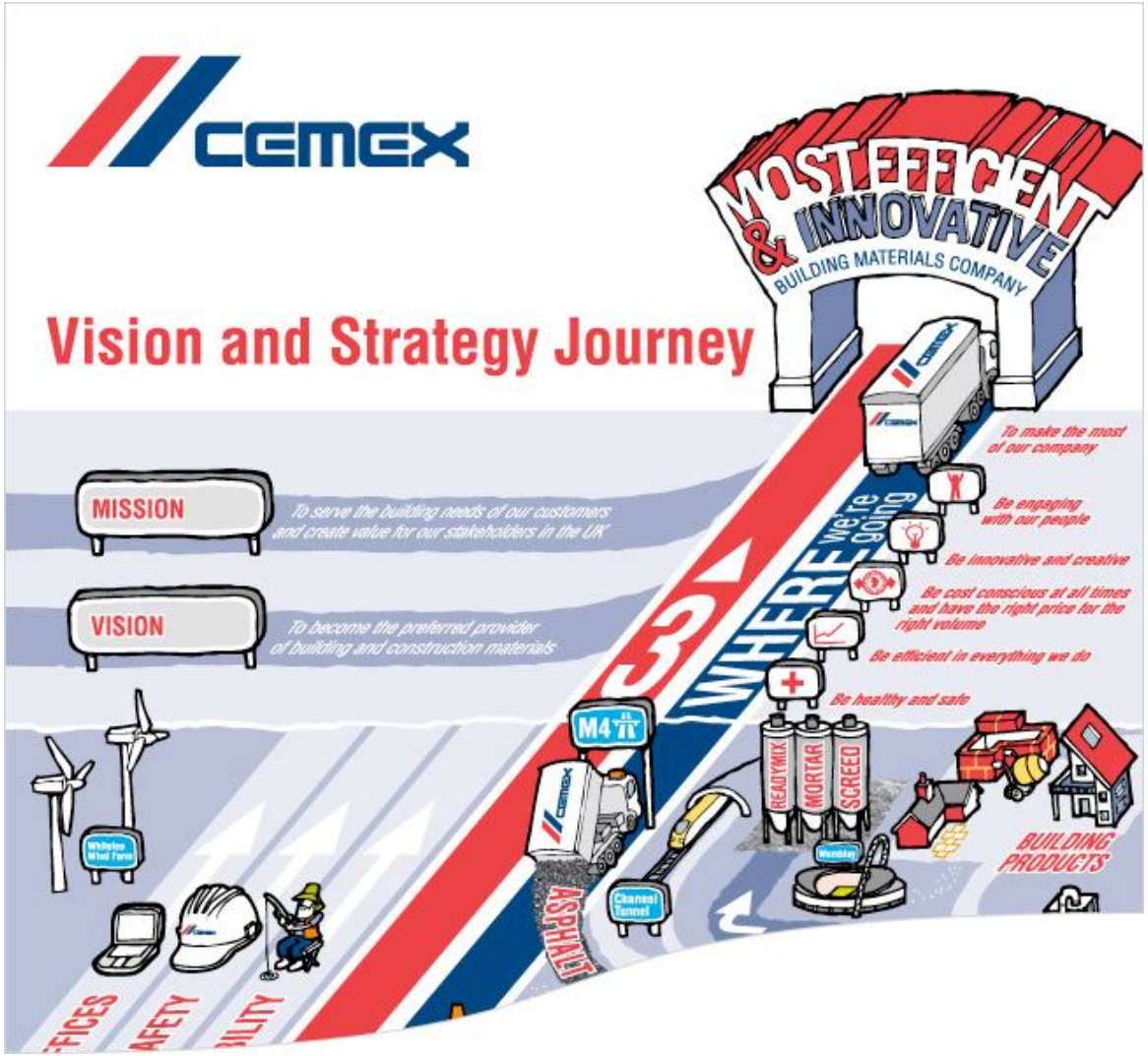
Crops for the Future



Over half of humanity's food comes from only three crops – rice, wheat and maize. Yet thousands of others are also important, but overlooked as sources of:



For more video content, visit The University of Nottingham YouTube channel and iTunesU.



If a cement company can make the story coherent and compelling……

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Thank you

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