

# WHAT MAKES A GOOD PARTNERSHIP?

## GOOD PRACTICE AT THE NATIONAL INSTITUTIONAL AND INDIVIDUAL LEVEL

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# A NOTE OF BACKGROUND ...

“Over the past two decades, tertiary enrollments have generally increased far more quickly than tertiary budgets. In fact, enrollments more than tripled between 1991 and 2005, expanding at one of the highest regional growth rates in the world (8.7 percent). But at the same time, tertiary public financing, which averaged US\$6,800 per student annually in 1980, dropped to just US\$981 in 2005 for 33 low-income African countries. As the number of tertiary students surged, the funds available to educate each student decreased drastically.”

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# PRINCIPLES FOR NATIONAL LEVEL PARTNERSHIPS

- **Honesty** – is this partnership about international development, public diplomacy, business development – or all three
- **Clarity** – what is the nature of our expertise and what value can it add? Is the expertise / development two-way?
- **Planning and Priorities** – have *both* partners been involved in partnership development?
- **Impact** – what assumptions have been made? Where does the partnership fit into a bigger picture?
- **Sustainability** – is the partnership given enough time to generate long term change?
- **Evaluation** – what will this tell us five years *after* the partnership? How will we capture this information?

# PRINCIPLES FOR INSTITUTIONAL PARTNERSHIPS ...

## Main Partnership Principles

1. Shared ownership of the partnership
2. Trust and transparency
3. Understanding each partner's cultural environment and working context
4. Clear and agreed division of roles and responsibilities
5. Effective and regular communication between partners
6. Strategic planning and implementation of partnership plan and projects
7. Strong Commitment from junior and senior staff and management
8. Supportive and enabling institutional infrastructure
9. Systematic monitoring and evaluation of partnership and partnership projects
10. Sustainability

# PARTNERSHIPS IN PRACTICE

Examples of Distance Learning Partnerships funded by the Commonwealth Scholarship Commission in the United Kingdom:

University of York - MPA in International Development

- Module content delivered through a wide range of mentors – local and remote. Real time conference, chaired from York. Students issued with tablets. (7 cohorts since 2008)

Institute of Education – MA Education and International Development

- Mixed mode of study – includes tuition in home country with intensive period of teaching in London. (9 cohorts since 2003)

University of Southampton – MSc Gerontology

- Maximum use of 'Blackboard' – the Virtual Learning Environment of the University – structured tutorials. Student debate moderated by convener. (3 cohorts since 2012)

University of Bath – MSc International Construction Management

- Based on embedding theory into practice, based on personal archives and experiences collected by the students themselves

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# PARTNERSHIPS AT THE INDIVIDUAL LEVEL

- Role of the **‘enthusiast’**
- Building from the bottom – **maximising relationships** that are already in place
- **Incentives** – negative and positive
- Potential for new partnership models – the **‘Hybrid Career’**
- Capturing individual relationships at Institutional level