



Association of International
Education Administrators

2020 ANNUAL CONFERENCE

*Rethinking Comprehensive
Internationalization for a
Global Generation*

Partnership Portfolios: What Webs Are We Weaving?

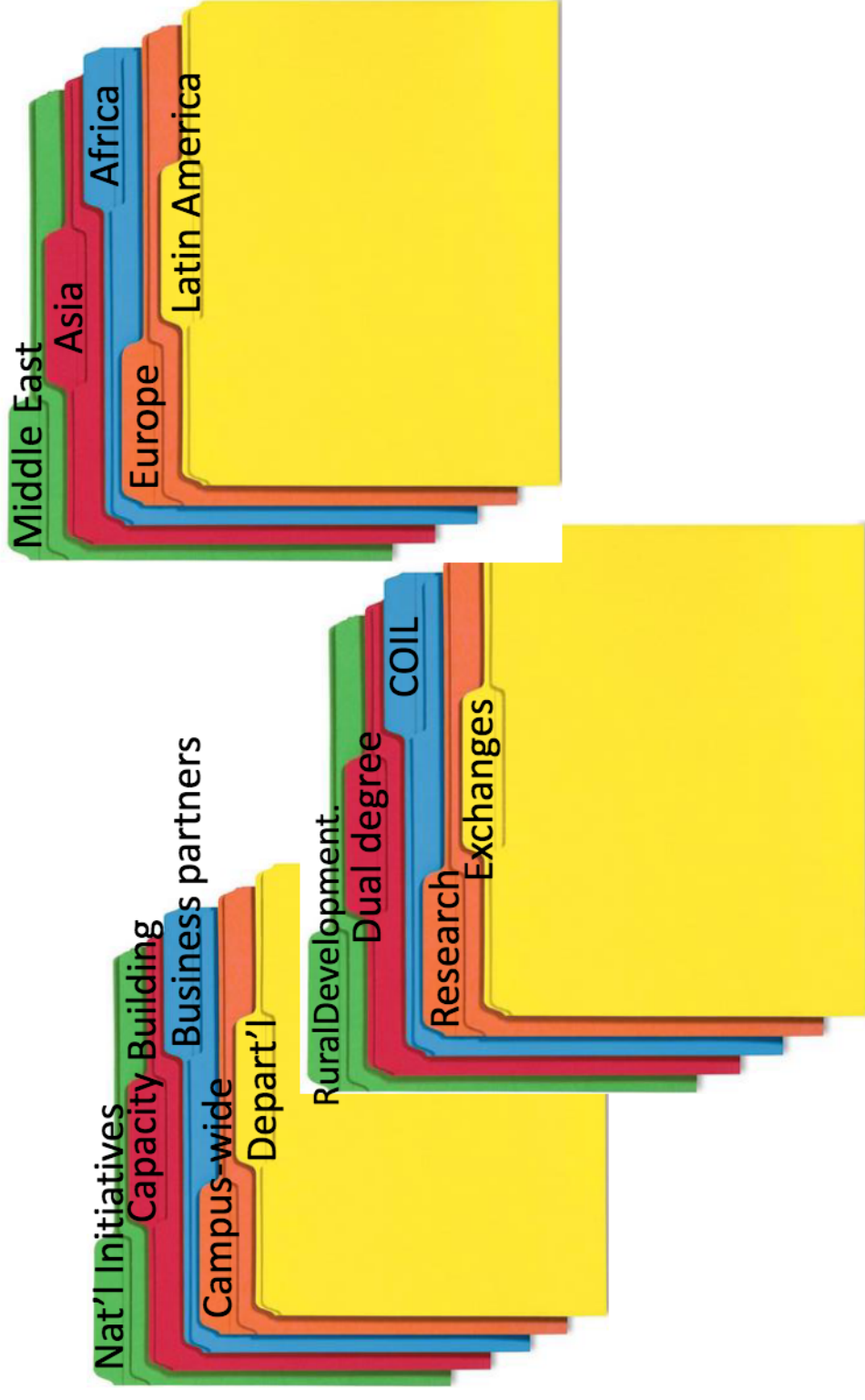
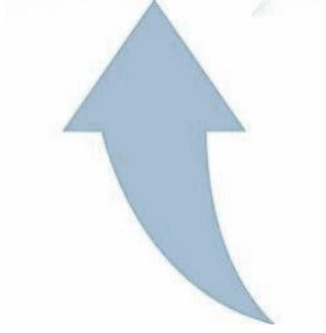
Wednesday, February 19, 2020, 10:30 AM – 11:30 AM
Wilson C, Washington Marriott Wardman Park

Susan Buck Sutton, Emerita Associate Vice President
of International Affairs, Indiana University

Jane Gatewood, Vice Provost for Global Engagement
University of Rochester

Tim Barnes, Executive Director
International Partnerships & Research
University of Kentucky

Partnership Portfolio:
a comprehensive set of an institution's international affiliations
(MOUs, research agreements, contracts, subawards, etc.)



Session goal:
to start a conversation on partnership portfolio analysis

- what we gain from thinking about partnerships collectively as well as individually
- what such analysis reveals about an HEI's ecosystem of international collaboration, as well as the constituent parts of this ecosystem
- what data to collect , why, and how
- how to interpret this information and turn it into action
- How to connect it to institutional strategy and practice
- what comparative portfolio analysis reveals about the global networks now being woven by higher education

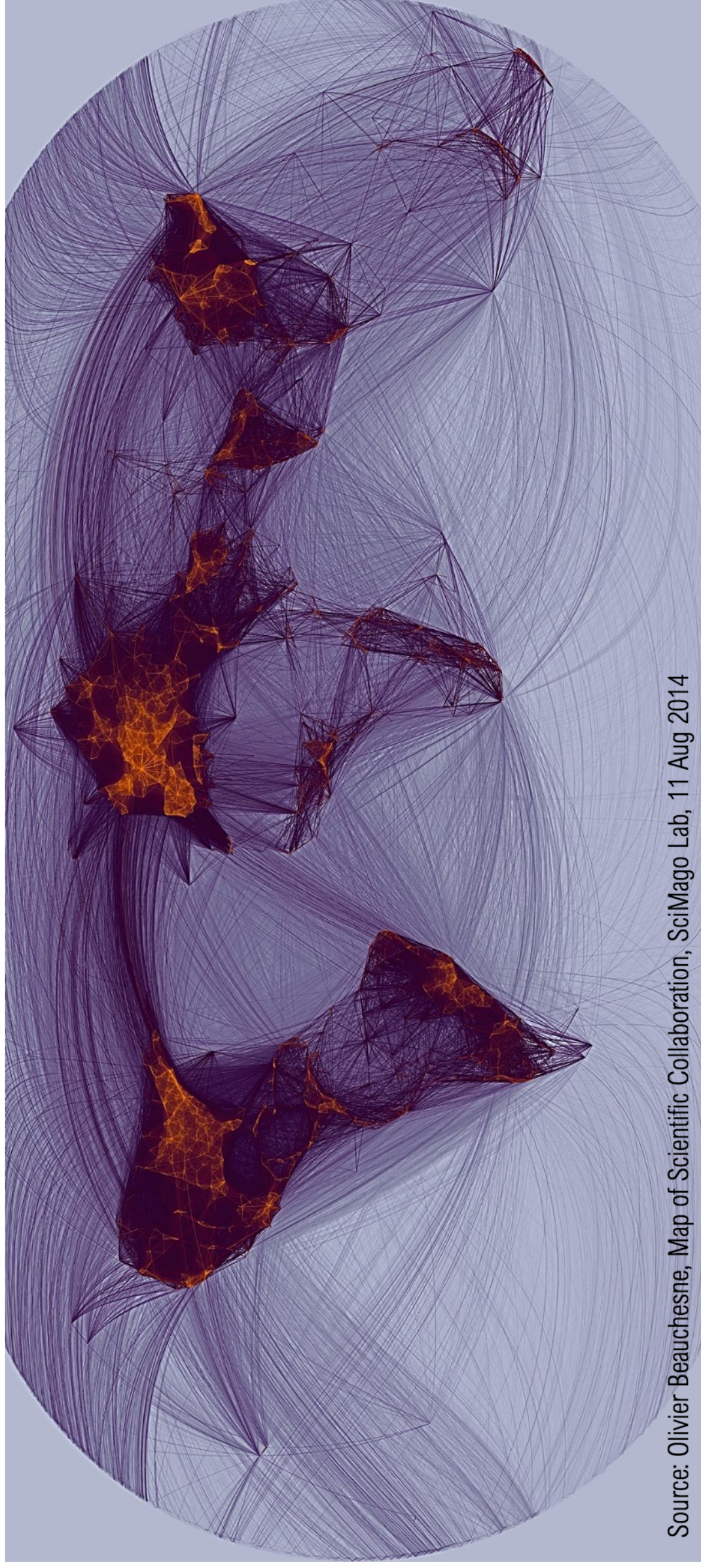
Portfolio Analysis

Jane Gatewood, PhD

Vice Provost for Global Engagement



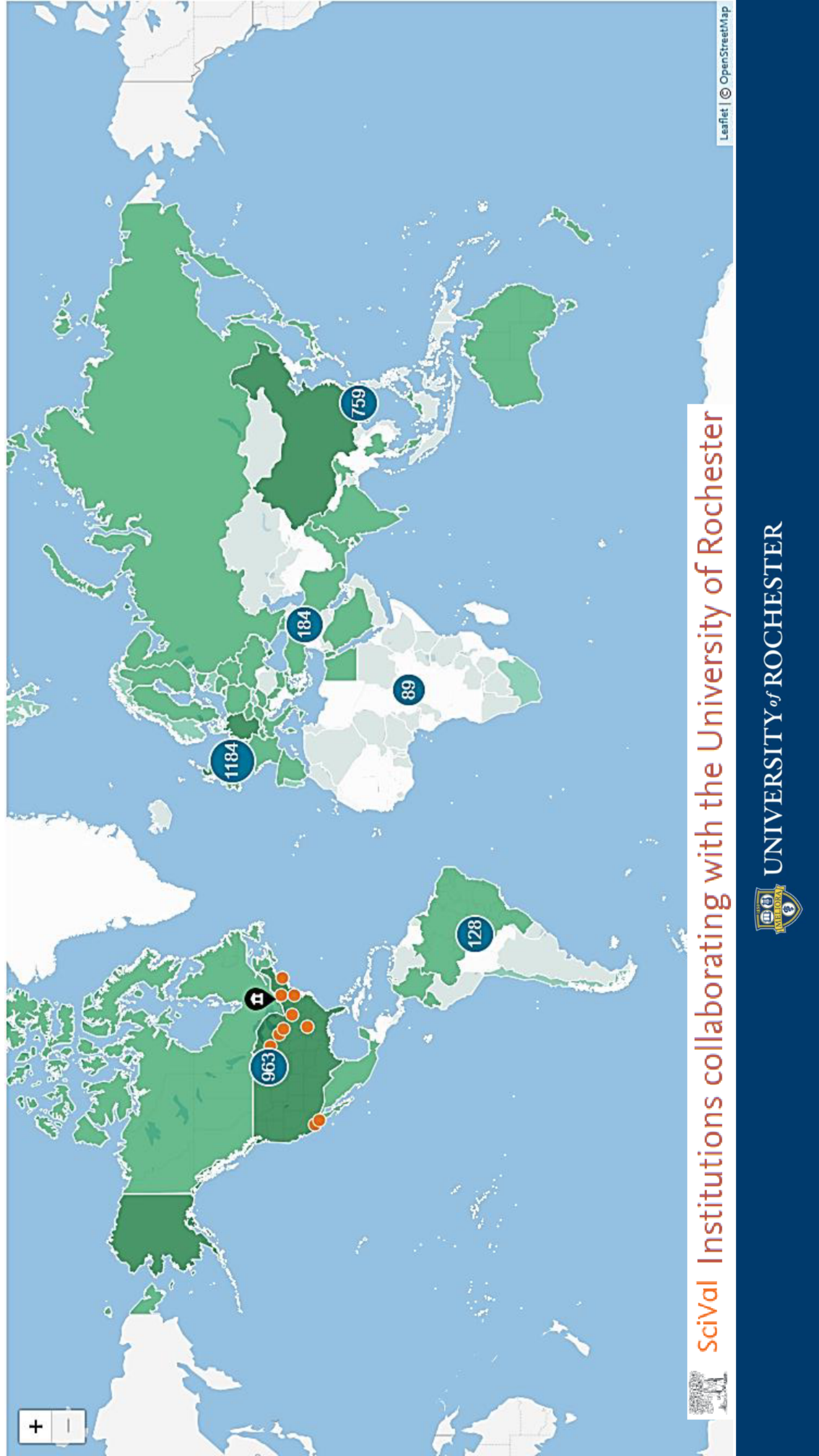
Context For International Collaboration



Source: Olivier Beauchesne, Map of Scientific Collaboration, SciMago Lab, 11 Aug 2014



UNIVERSITY of ROCHESTER



 SciVal Institutions collaborating with the University of Rochester



UNIVERSITY of ROCHESTER

<https://www.rochester.edu/provost/ir/factbooks/data-visualizations.html>

SELECT A TERM

Fall 2018

SCHOOL

- (All)
- Arts & Sciences
- Hajjim
- Simon Business School
- Warner School of Education
- Eastman Inst. for Oral Health
- Eastman School of Music (ESM)
- School of Medicine & Dentistry
- School of Nursing
- Non-Matriculated

Cancel Apply

DIVISION

- (All)
- Undergraduate
- Graduate
- First Professional (MD)

NY TOTAL 3,930

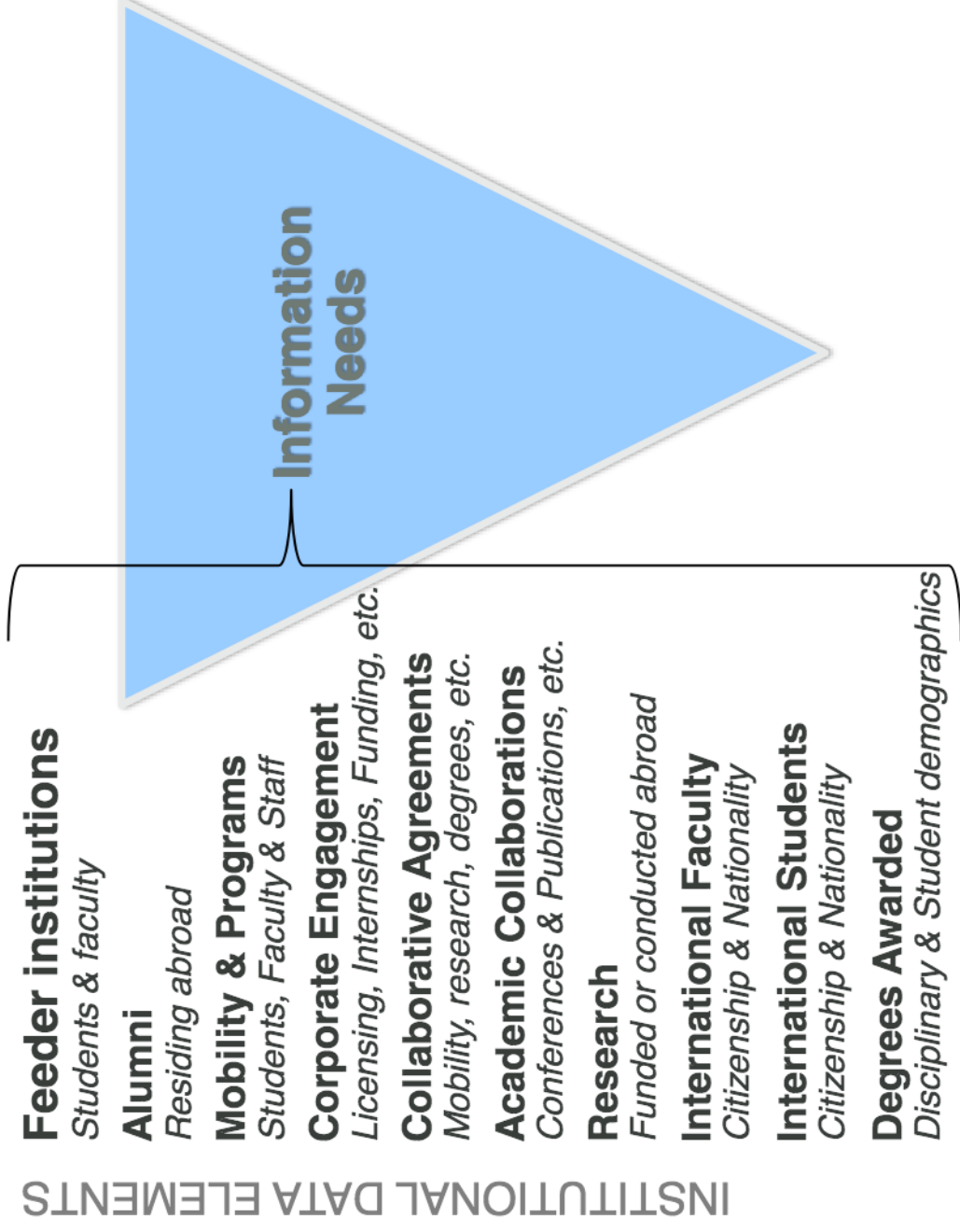
US TOTAL 7,811

US Citizens 89
Living Abroad 89

INTERNATIONAL TOTAL 4,006

Unknown NY County 251

University of Rochester – Internal Alignment



THE INSTITUTIONAL SELF-KNOWLEDGE HIERARCHY OF NEEDS

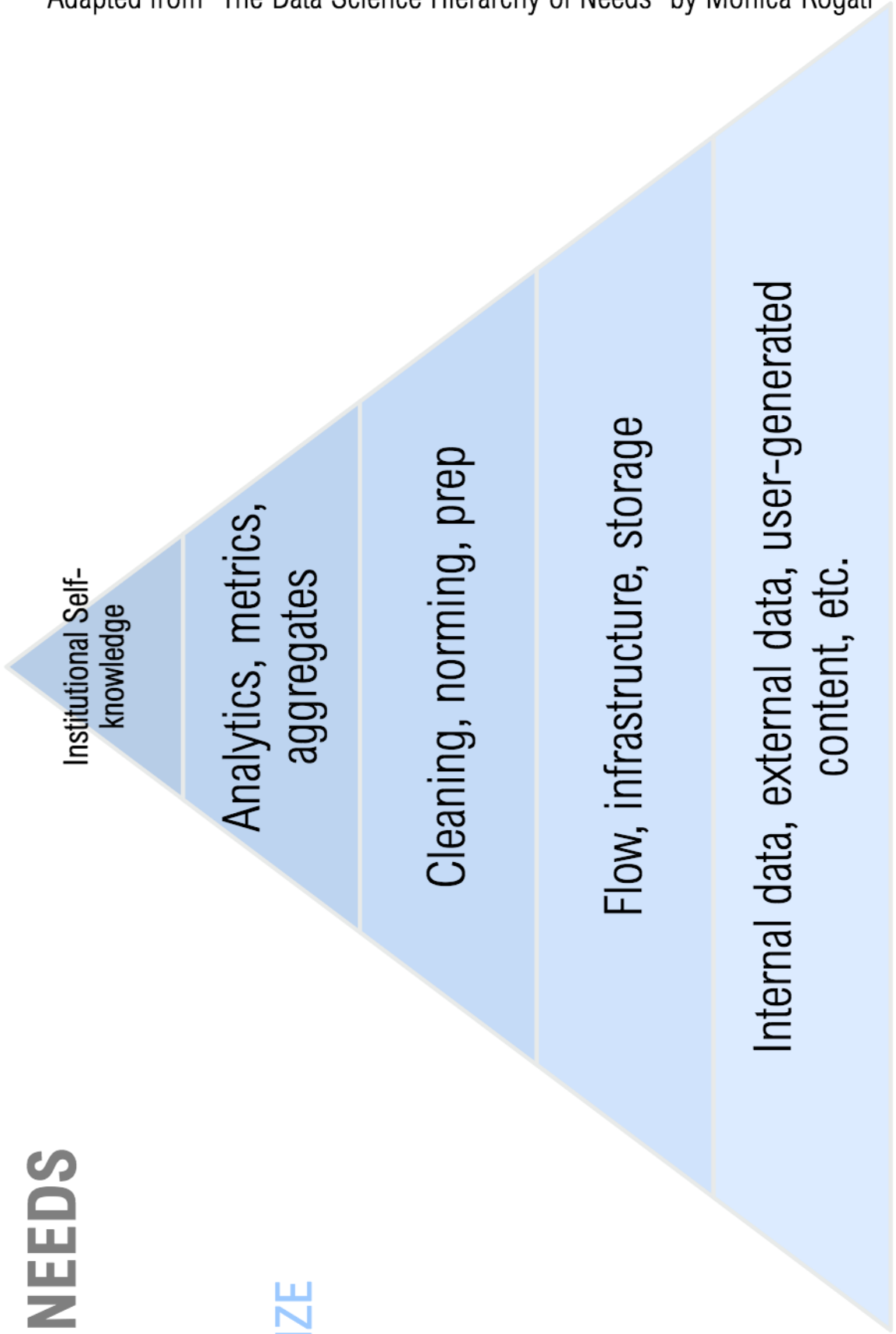
LEARN

AGGREGATE/ OPTIMIZE

ALIGN/ TRANSFORM

MOVE/ STORE

COLLECT



Understanding your data landscape

- **Internal Data Organization:** who maintains and stewards it for various purposes?
- **External Reporting:** who/what office reports to various federal and rankings organizations?
- **Data storage:** where can you access various types of data?
- **Data Sharing:** how do you go about accessing various types of data?





What's your institutional data landscape:

Centralized?

Decentralized?

Hybrid?



Data Landscapes

- *Centralized - clear visibility into authoritative sources and transparency of access points.*
- *Hybrid – blend of two models; some authoritative sources, some fragmentation.*
- *Decentralized – fragmented, siloed sources; some of which are in competition; opacity.*



University of Rochester – Internal Alignment

INSTITUTIONAL DATA ELEMENTS

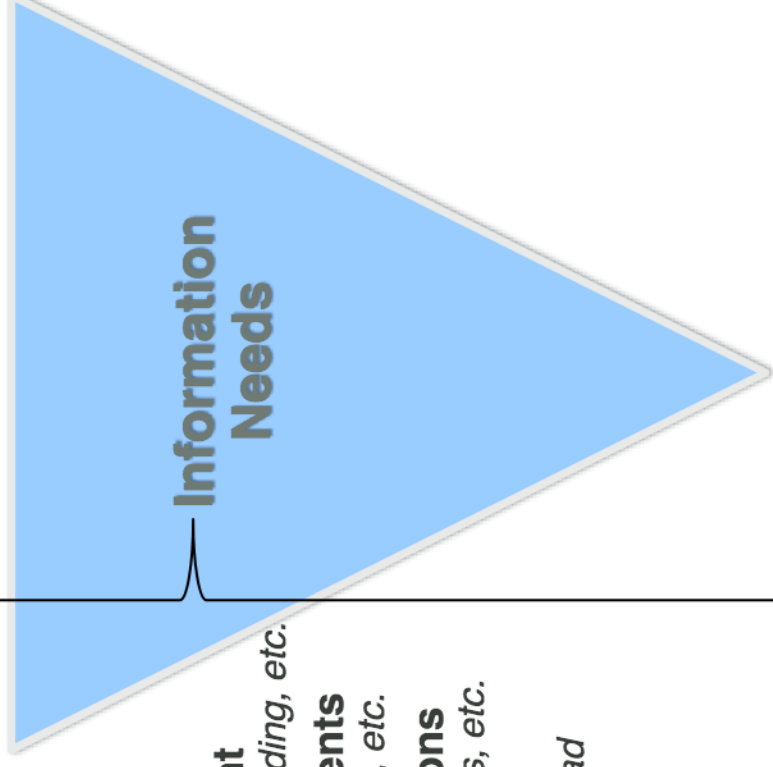
- Feeder institutions**
Students & faculty
- Alumni**
Residing abroad
- Mobility & Programs**
Students, Faculty & Staff
- Corporate Engagement**
Licensing, Internships, Funding, etc.
- Collaborative Agreements**
Mobility, research, degrees, etc.
- Academic Collaborations**
Conferences & Publications, etc.
- Research**
Funded or conducted abroad
- International Faculty**
Citizenship & Nationality
- International Students**
Citizenship & Nationality
- Degrees Awarded**
Disciplinary & Student demographics

Data Sources

Admissions applications,
Mobility & travel reports,
faculty activity reports, faculty
activity reports, contracts &
grants, publications &
conferences

Data Stewards

Admissions office(s),
education abroad,
departments & schools,
libraries, sponsored research
offices, institutional research
offices



Thank you!

Jane Gatewood, PhD

Vice Provost for Global Engagement

jane.Gatewood@rochester.edu



UNIVERSITY of ROCHESTER

International Partnership Portfolio Review

THE UNIVERSITY OF KENTUCKY



a bit of
institutional
context . . .

University of Kentucky (in brief)

- Public, comprehensive, flagship, research-intensive
- One of the original land-grant universities, est. 1865
- **30,545** students (22,276 undergrad; 8,006 grad/prof., 1,687 int'l)
- **2,586** faculty (1,734 instructional, 852 research/clinical)
- **\$4.2 billion** annual operating budget
- **\$471 million** in externally funded research
- Largest regional healthcare provider



a bit of
institutional
context . . .

University of Kentucky (where we stand)

- **#60** among US public universities, **#132** overall (USN&WR, 2020)
- **25** programs in the top 20 in the US (USN&WR, 2020):
public finance & budgeting, pharmacy, library & info studies,
public affairs, physical therapy, public health, etc.)
- **Top 350** worldwide (USN&WR Global Universities, 2020)
- **Top 400** worldwide (ARWU Shanghai, 2019)
- **Top 500** worldwide (Times Higher Ed, 2020)
- **Top 650** worldwide (QS, 2020)

and, yes

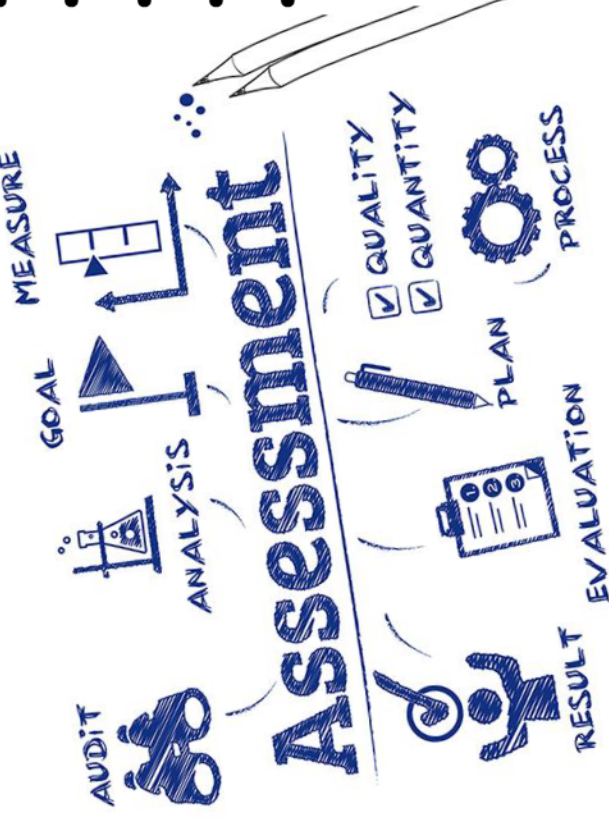
- **the winningest basketball program**
in the history of US college basketball



Why should we assess our overall international partnership portfolio?

- Identify and gather data related to the *full range of international collaborations happening across campus* (student/staff mobility, recruitment, alumni relations, funded research, tech transfer, corporate relations, etc.)
- Identify *gaps in your knowledge* about your partnership portfolio (i.e. “know what you don’t know”)
- Inform *strategic decision-making* (where to invest, where to divest)
- Identify *clusters* of engagement

- Avoid redundancies and work towards *economies of scale*
- Identify and *celebrate long-term/historical* partnerships
- Identify your most active *campus stakeholders*
- Identify any *geographic gaps* in your global engagement
- Develop an accurate *taxonomy of agreement types* for your institution, and monitor the distribution of types across the portfolio



Assessing your institutions overall partnership portfolio

Some data points to consider:


- Taxonomy: Agreements by type/purpose
- Geography: Agreements by country/region
- “Ownership”: Agreements by requesting/sponsoring unit
- History: Agreements sustained over time


Some questions to consider:


- Institutional Context: Mission & Strategy
How effectively does your portfolio contribute to broader institutional priorities and goals
- Institutional Context: Student Demands and Interests
Does your portfolio reflect your sources of international students? Your students’ study abroad destinations?
- Institutional Context: Research Collaborations/Foci
Does your portfolio reflect the research interests and collaborations of your faculty?



CASE STUDY: Partnership Portfolio Sample: University of Kentucky IPR Partnership Database

 Dashboard

 ADMINISTRATIVE

 Partnerships >

ACTIVE
295

ABOUT TO EXPIRE
4

EXPIRED
316

PERMANENT
34

Partnerships

All partnerships are listed below. Clicking on a partnership will allow you to edit.

Partnerships

Show 10 entries

Search:

Country	Region	Agreement	University	College	Effective date	Expiration date
Afghanistan	Asia	General	Al Beroni University	Agriculture, Food, and Environment	1/26/2012	1/26/2015
Albania	Asia	General	American University of Tirana	University-wide	8/30/2011	8/30/2016
Argentina	Latin America & Caribbean	General	Universidad de Morón	Agriculture, Food & Environment	8/10/2018	8/9/2023
Australia	Australia & Oceania	Student Exchange	Charles Sturt University	University-wide	9/1/2016	8/31/2021
Australia	Australia and	Student Exchange	Charles Sturt University	University-wide	1/1/1995	12/31/2000

CASE STUDY: Partnership Portfolio Sample: University of Kentucky IPR Partnership Database

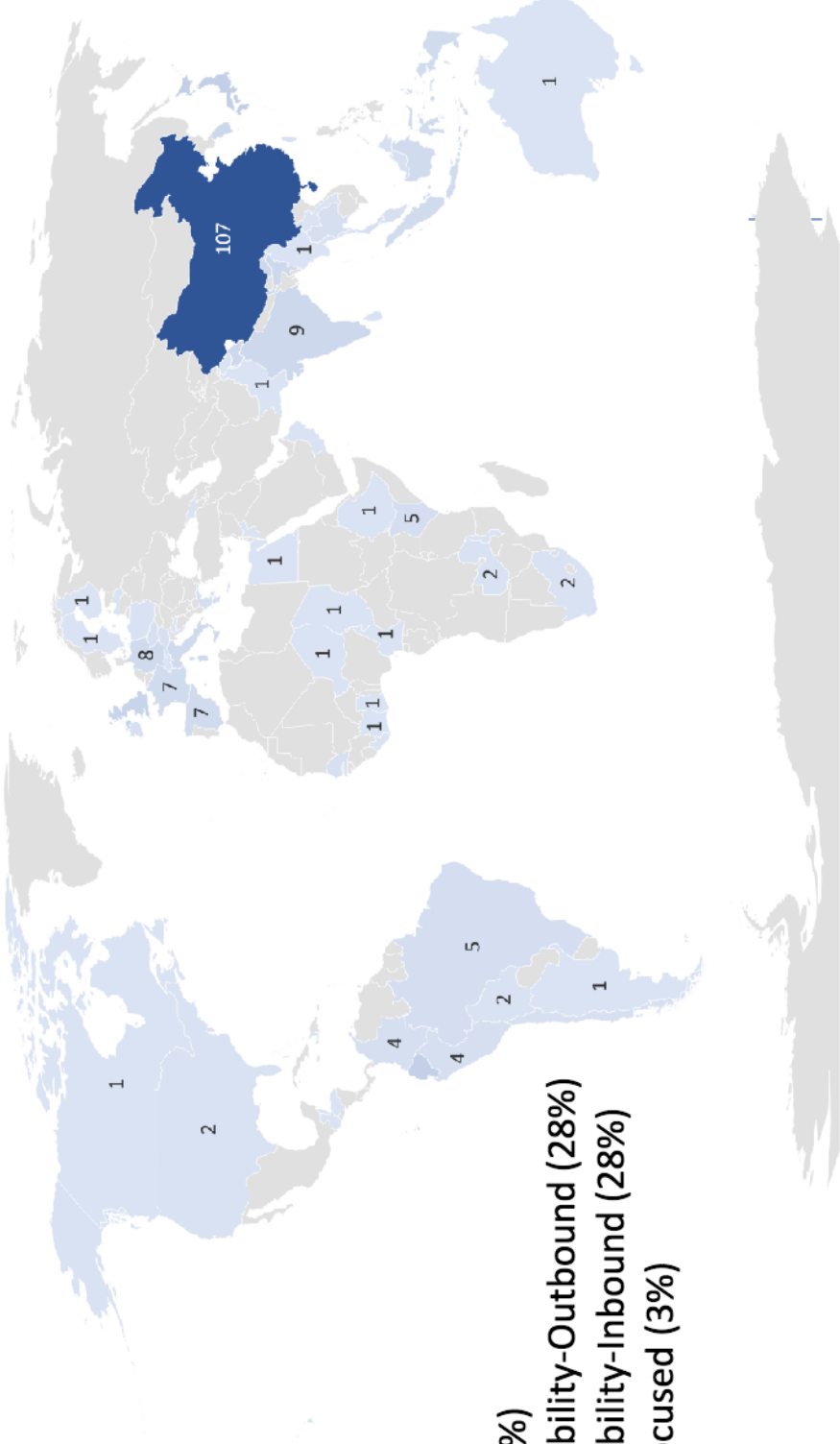
298 currently in-force inter-institutional agreements, with partners based in **63** countries

By UK College/Unit:

- University-Wide (18%)
- Gatton B&E (17%)
- CAFE (10%)
- Engineering (12%)
- Arts & Sciences (16%)
- Medicine (11%)
- Pharmacy (3%)
- Communication & Information (1%)
- Education (1%)
- Fine Arts (1%)
- Health Sciences (2%)
- Martin School (1%)
- Nursing (2%)
- Public Health (1%)
- Dentistry (1%)
- Law (.5%)
- VPR/Institutes (1%)

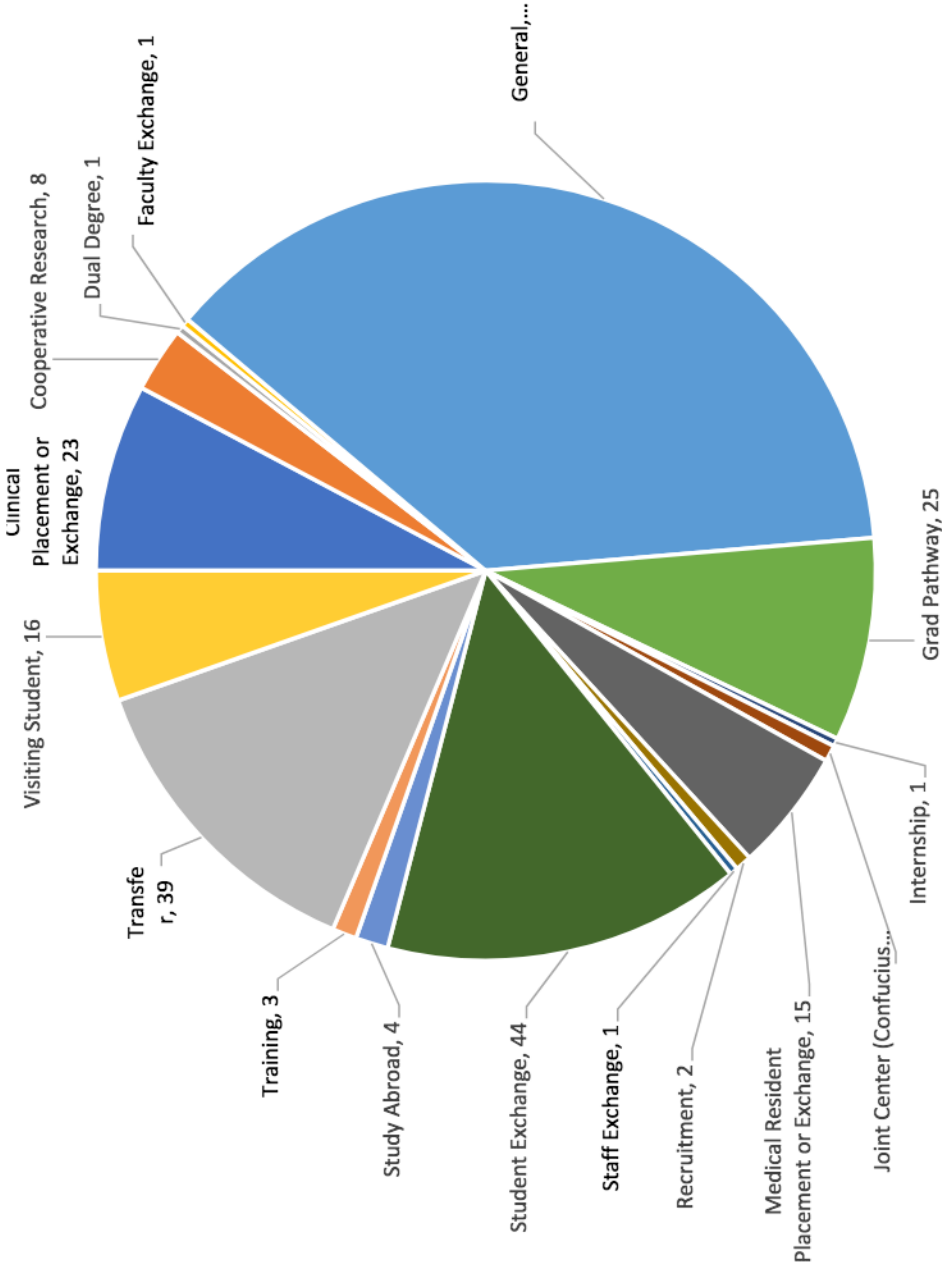
By Type:

- General (37%)
- Student Mobility-Outbound (28%)
- Student Mobility-Inbound (28%)
- Research Focused (3%)

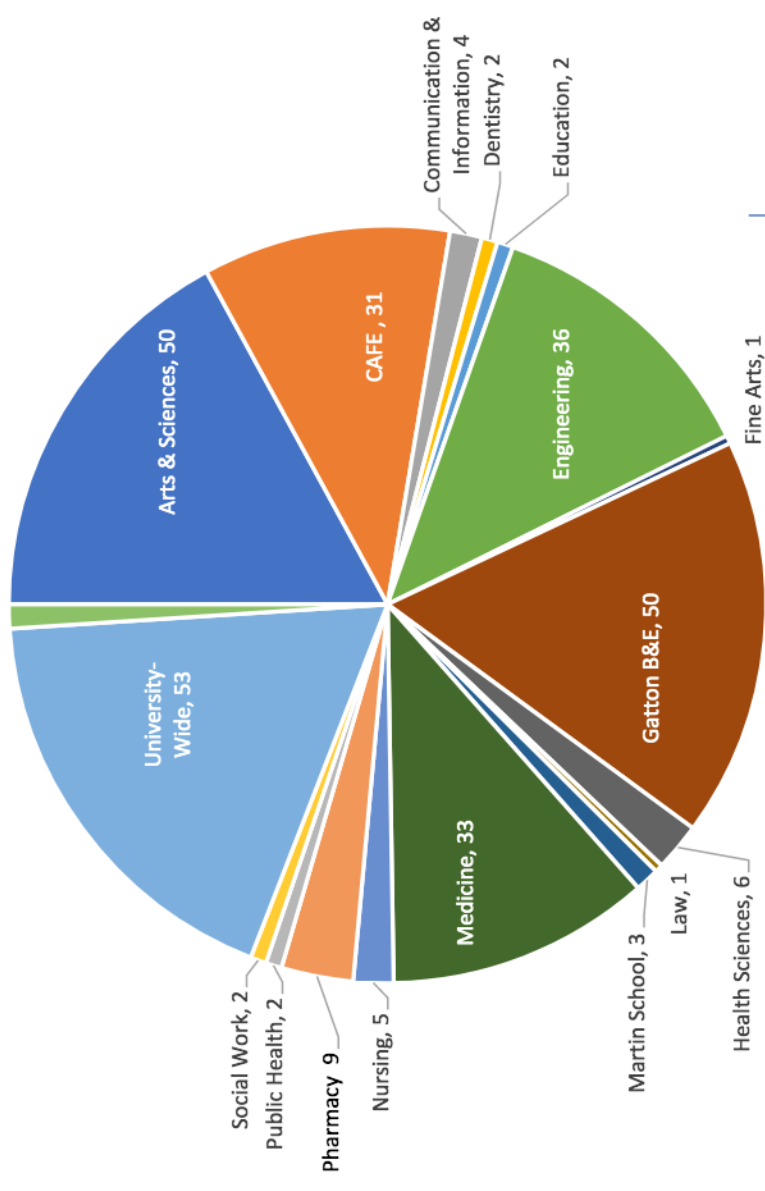


CASE STUDY: Partnership Portfolio Sample: University of Kentucky IPR Partnership Database

Agreements by Type

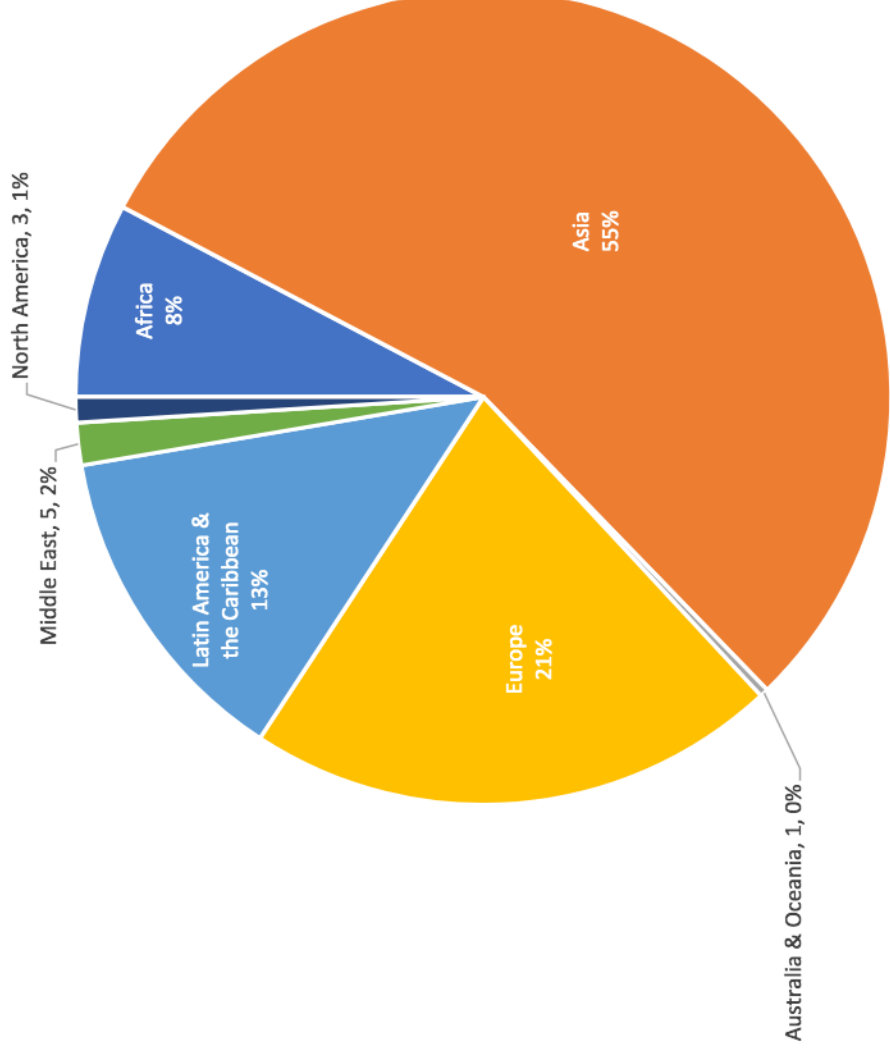


Agreements by UK College/Unit



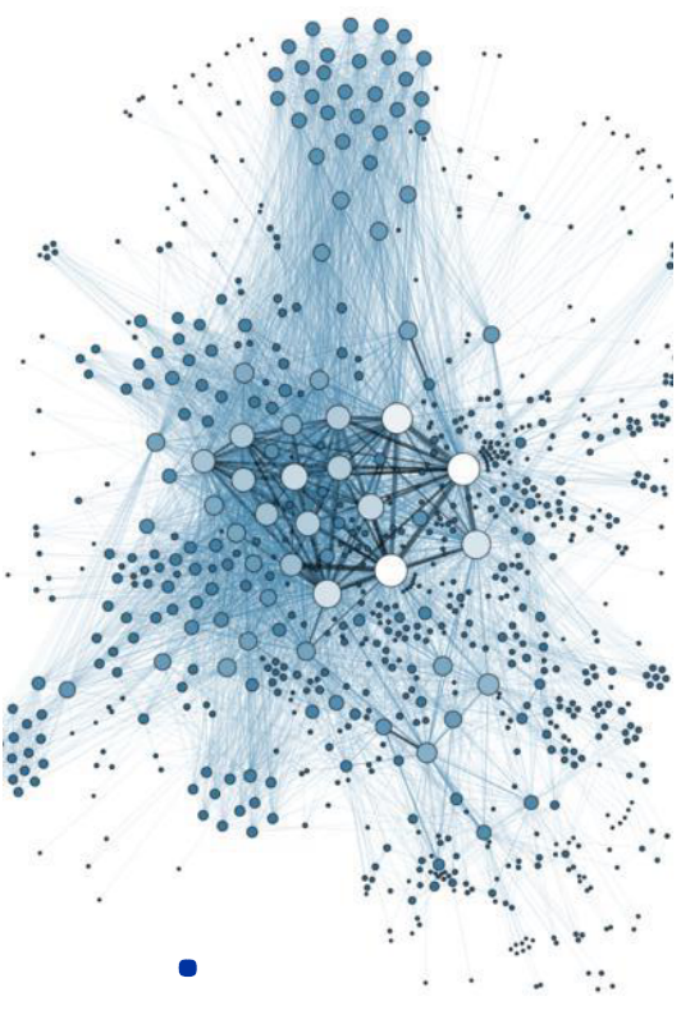
CASE STUDY: Partnership Portfolio Sample: University of Kentucky IPR Partnership Database

Agreements by World Region

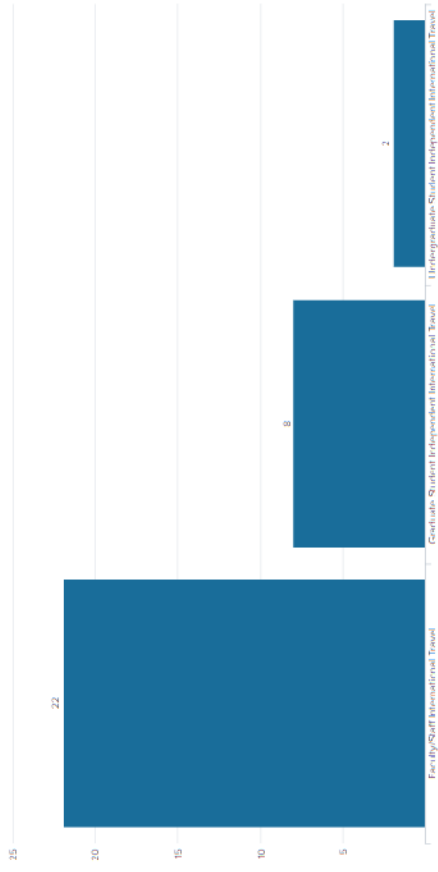


Other data sets to consider . . .

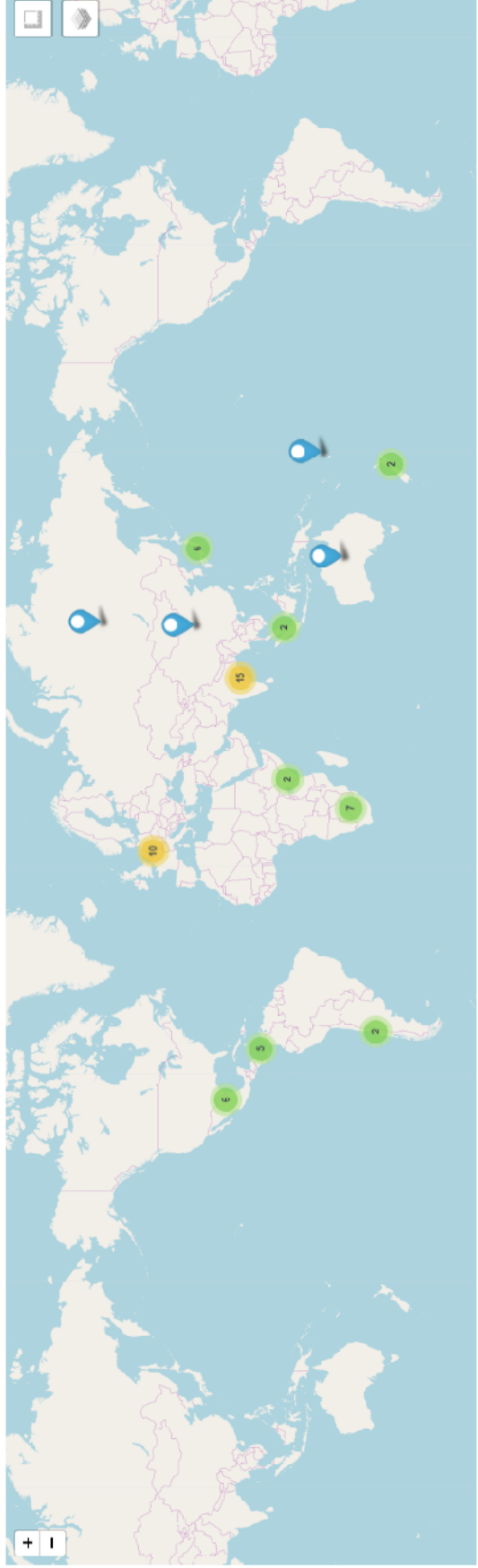
- Funded research (int'l sources of funding, sites of activity, foci, int'l subcontracts)
- “unfunded” research (co-authorships, IRB apps, dissertation travel grants)
- Faculty/staff travel (conference, consulting, teaching, research)
- International awards and recognitions (faculty, staff, students)
- Recruitment travel, agents, etc.
- Technology transfer (int'l patents, licensing, data sharing, material transfer agreements)
- Alumni relations (int'l clubs/chapters)
- Purchasing (int'l vendors, service providers)
- International Rankings



Faculty, staff, student travel snapshot (travel registry data)

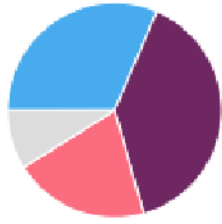


Individual Location Details | Hover over the Blue Icons to Display Info



Co-authorship activity (SciVal data)

Scholarly Output at the University of Kentucky, by amount of international, national and institutional collaboration

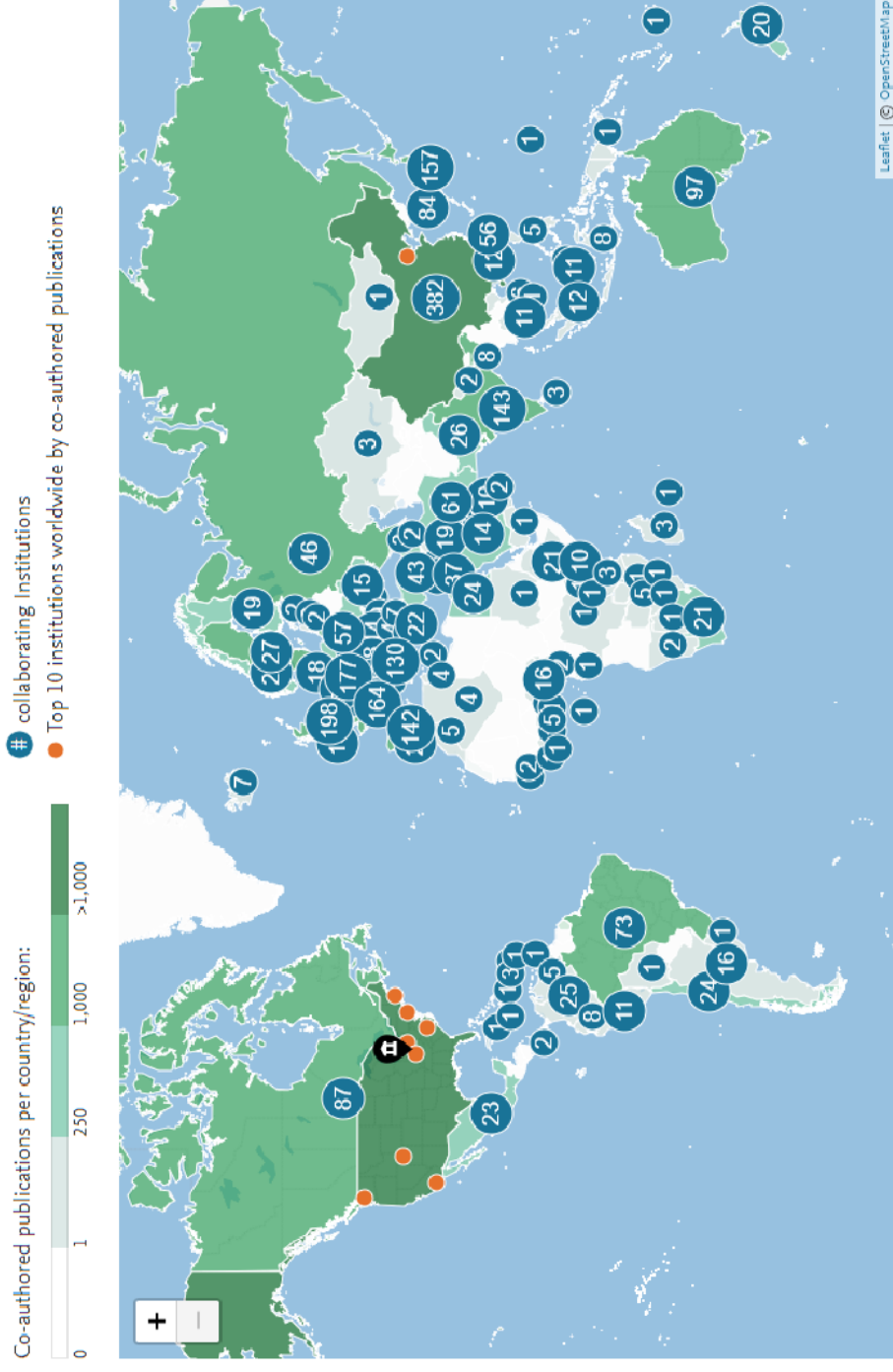


Metric	Scholarly Output	Citations	Citations per Publication	Field-Weighted Citation Impact
International collaboration	7,317	105,321	14.4	2.00
Only national collaboration	9,107	69,891	7.7	1.29
Only institutional collaboration	4,755	33,910	7.1	1.06
Single authorship (no collaboration)	2,078	6,414	3.1	0.84

Co-authorship activity (SciVal data)

Top Collaborating non-U.S. Institutions:

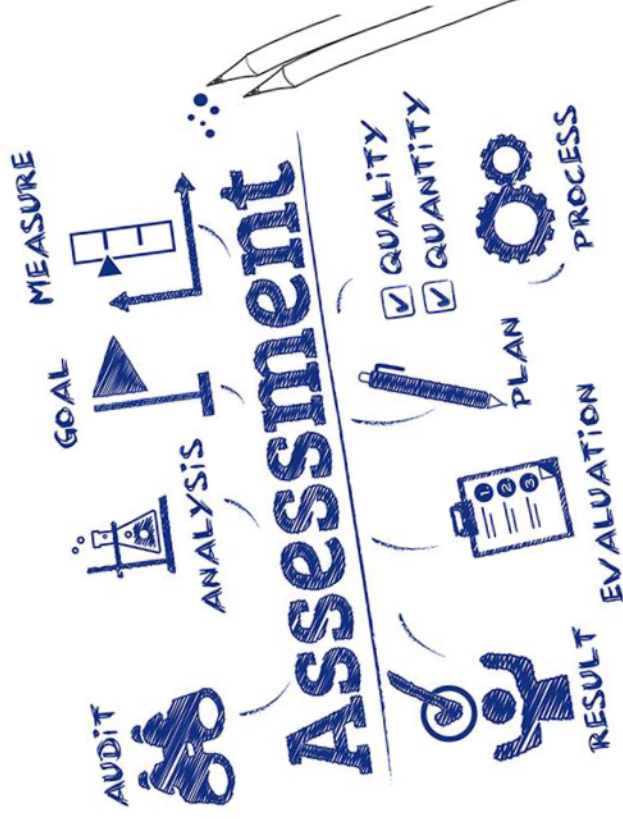
1. Chinese Academy of Sciences (380)
2. Hong Kong Polytechnic (287)
3. University of Toronto (224)
4. University of British Columbia (176)
5. Centre national de la recherche scientifique—CNRS (159)
6. Tsinghua University (154)
7. University of Science and Technology of China (139)
8. University of Cambridge (120)
9. Goethe University Frankfurt (118)
10. University College London (118)
11. Ministry of Education China (116)
12. [Shandong University \(113\)](#)
13. University of Oxford (111)
14. Czech Academy of Sciences (109)



And once again . . .

Why should we assess our overall international partnership portfolio?

- To better understand our institution's global presence
- To align that presence with institutional strengths, priorities, investment of resources for internationalization
- To align that presence with local, state, regional stakeholders
- To inform strategic planning and decision-making
- To more effectively respond to opportunities, crises, changing geopolitical and economic landscapes, and evolving regulatory/compliance environments



Comparing portfolios: a first foray

The sample: 8 research intensive public (state) universities in U.S.

- Land grant only, not land grant, or both
- Representing different U.S. regions
- Have posted lists of MOUs with basic descriptions online

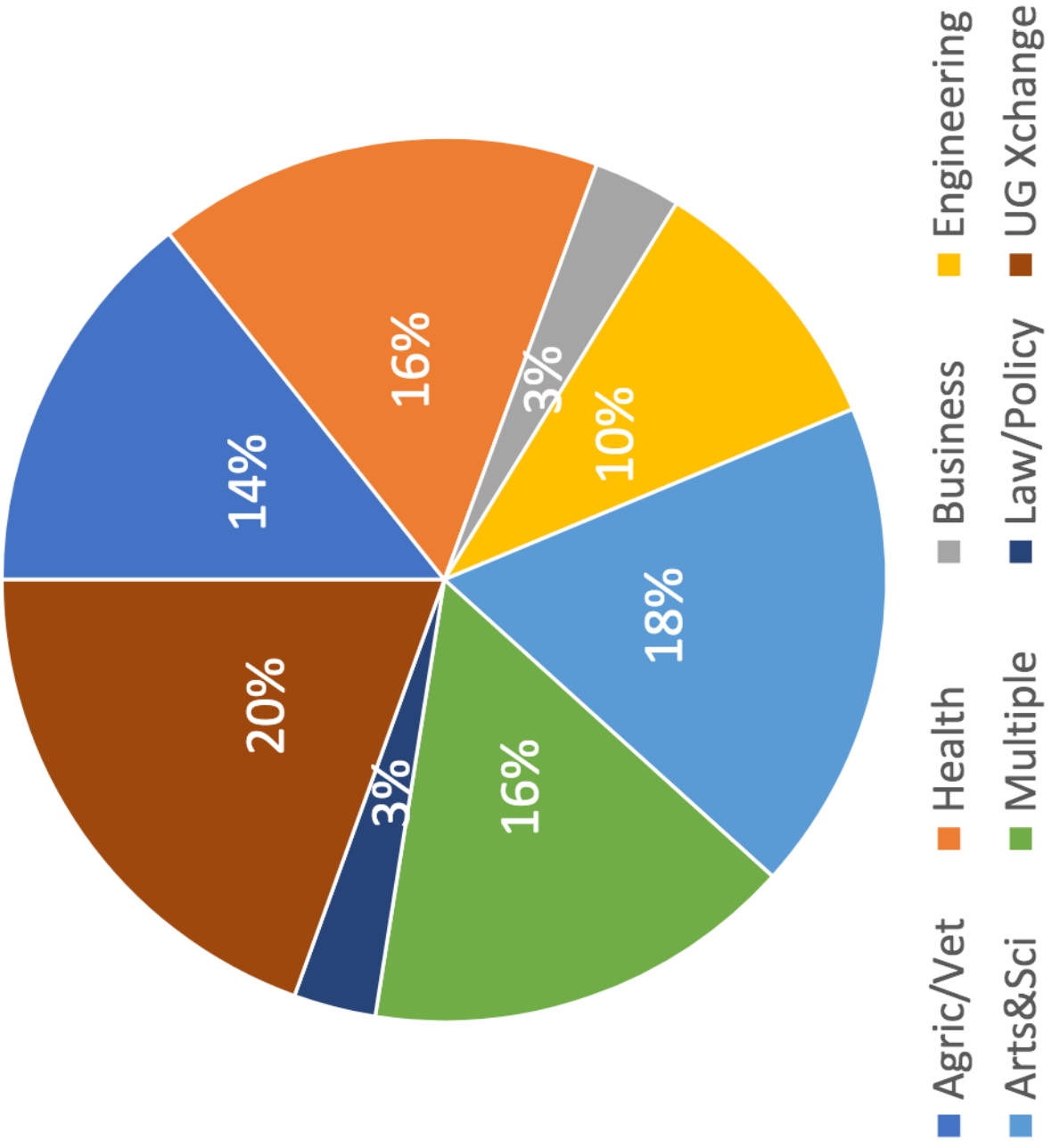
Yielding:

- 1416 distinct partnerships (some with multiple MOUs)
- In 129 nations
- Ranging from 78 to 305 partnerships per sample university

Caveats

- Small sample, only marginally scientific
- U.S. only – and just one type within this
- Cannot tell the actual level of activity from the listing
- The HEIs that post such listings are also those that have devoted considerable energy and thought to partnerships
- A preliminary study – just starting to sketch this landscape

Partnership Fields (Percentage of All IPs)



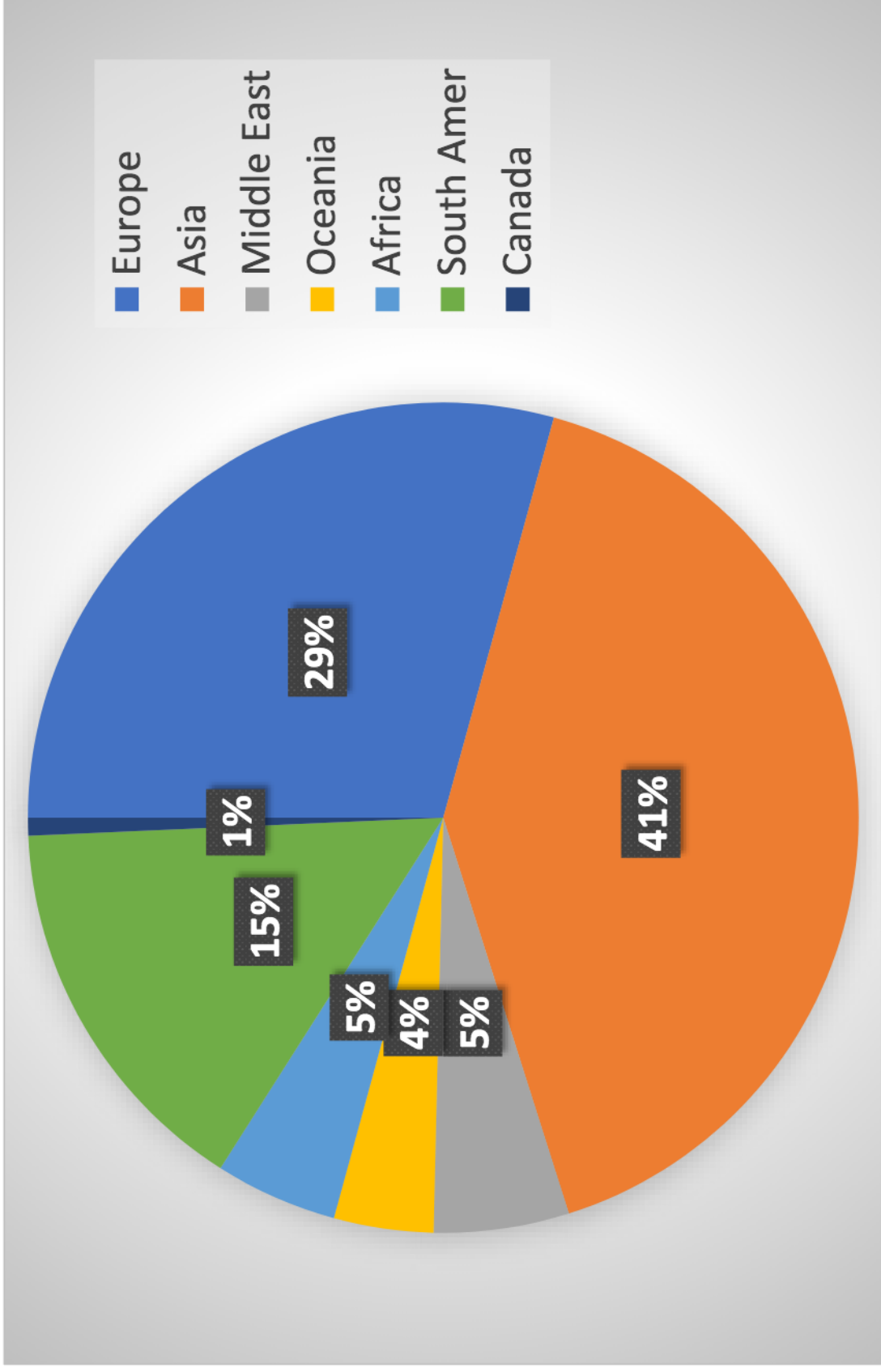
INSTITUTIONAL COMPARISON: Percentage of Partnerships in Each Field

	HEI 1	HEI 2	HEI 3	H3I 4	HEI 5	HEI 6	HEI 7	HEI 8
Agric/Vet	36.3	0	1.3	26.3	10.5	0	27.5	0
Health	5.8	6.4	45	8.9	21.3	19.4	6.9	11.1
Business	1.6	1.2	10.6	2.2	0.7	5.4	3	3
Engineering	12.1	2.6	6.3	2.7	11.5	5.4	22.1	10.2
Arts&Sci	14.2	1.3	6.3	15.2	28.5	14	12.2	26.4
Multiple	22.6	62.8	11.3	15.2	18	16.1	16	17.9
Law	1	7.7	3.8	3.1	4.9	0	0	2.6
UG Xchange	6.8	25.6	15	23.2	12.8	40.9	13.7	28.5

Highest for that field

Lowest for that field

Regional Distribution of Partnerships



TOP TEN NATIONS (in # of partnerships)

NATION	# PARTNERSHIPS
CHINA	224
JAPAN	96
MEXICO *	74
SOUTH KOREA	71
GERMANY	65
UNITED KINGDOM	57
BRAZIL	56
INDIA	52
FRANCE	43
ITALY	42

TOP TEN DESTINATIONS FOR U.S. STUDY ABROAD STUDENTS



32% of U.S. study abroad students

are hosted by the United Kingdom, Italy, and Spain.

REGIONAL COMPARISON: Partnership Type Distribution within Each Region

(in percentages of total partnerships in that region)

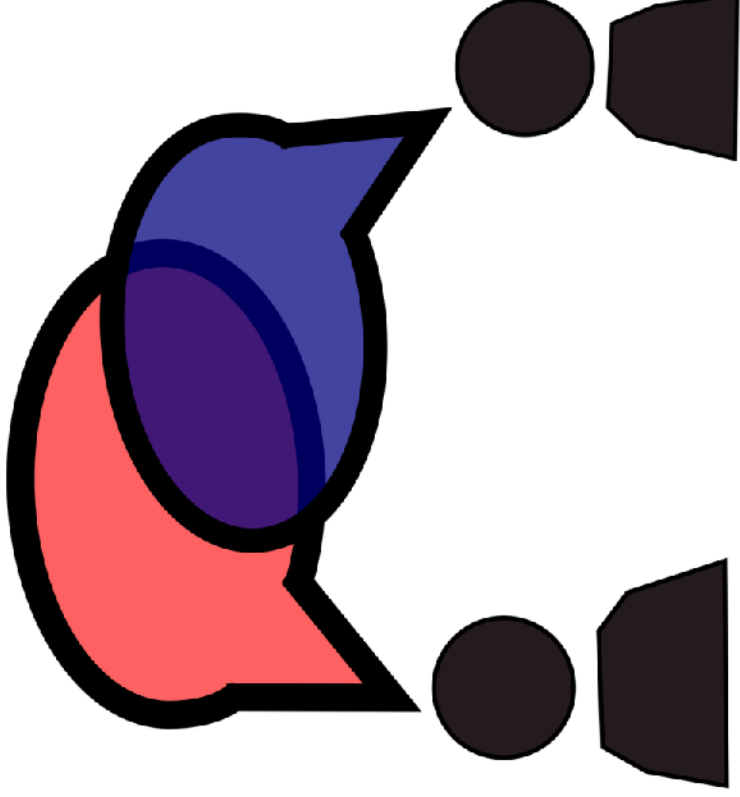
	Agric/Vet	Health	Business	Engineer	Arts&Sci	Multiple	Law/Pol	Exchange
Europe	12.8	11.4	2.2	11.7	19.8	14.5	8.6	19.2
Asia	15.3	14.2	6	7.7	16.5	21.3	10	9
Middle East	22.9	14.5	6	3.6	4.8	19.3	20.5	8.4
Oceania	15.9	6.8	13.6	4.5	6.8	22.7	11.4	18.2
Africa	20.9	16.4	9	3	3	14.9	26.9	6
South America	20.6	14.5	3.7	6.1	9.3	17.3	23.4	5.1
Canada	30	20	0	0	0	30	20	0

Highest for that region

Lowest for that region

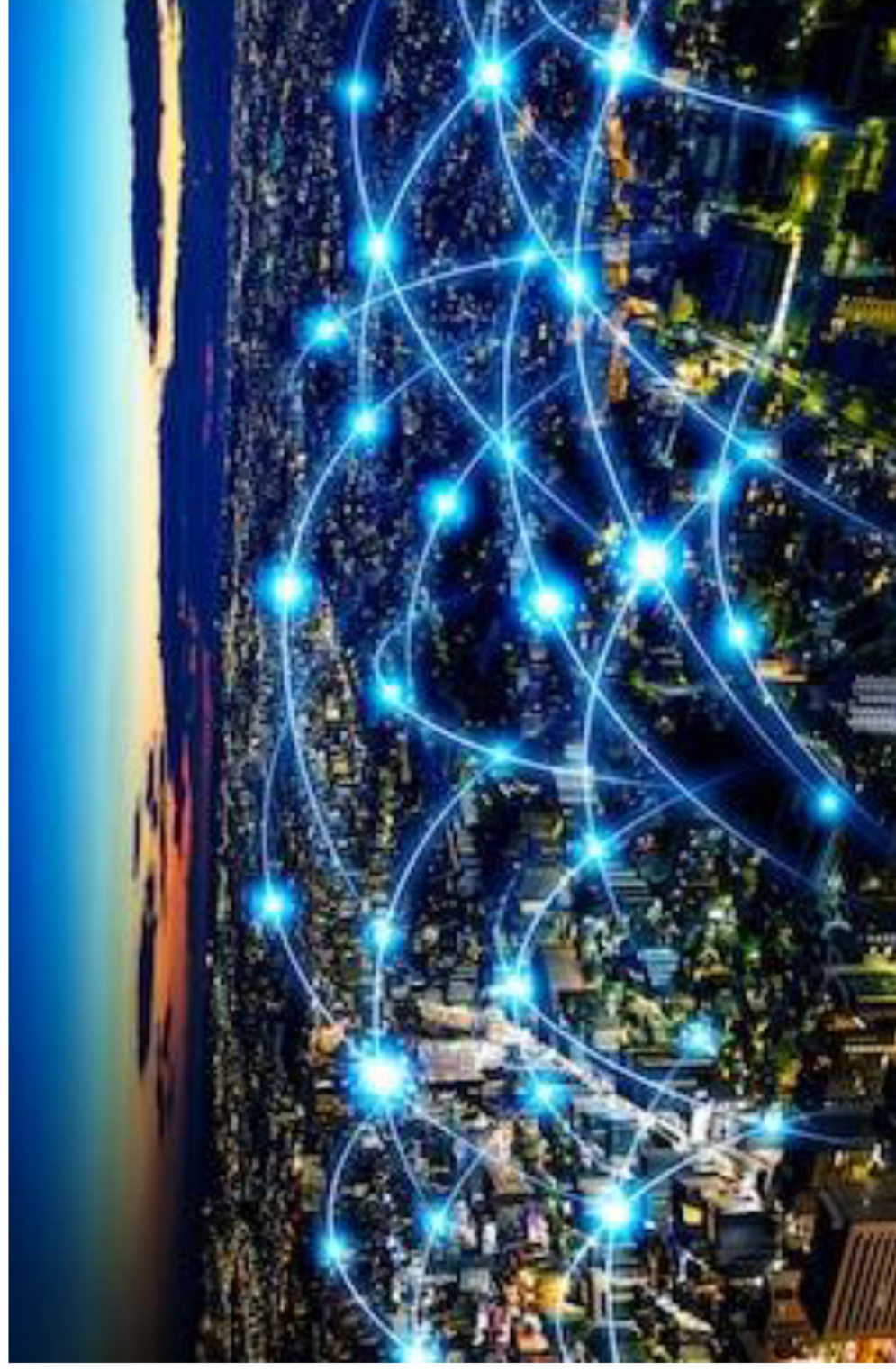
Some questions to ponder together:

- What more would be useful to know/investigate?
- Where does this lead us? What does it suggest? How do we act on it?



“The universities of the world are a sort of new diplomatic network that has never really been lit up yet. But it could and it should.”

Simon Anholt, Plenary Presentation, EAIE 2019



THANK YOU!



Tim Barnes, Executive Director
International Partnerships & Research

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