Inconvenient Truths in International Higher Education

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Session Outline

1. What are the innovations that will refresh and reform higher education and research?
2. What are the major obstacles on the dark side that can threaten the future?
3. What do those in the audience think are the major advances and impediments for them?
Session Objectives

- A frank look at the main drivers?
- What are the hidden dragons?
- Practical case histories that propose solutions
- Discussion/consensus including all participants
Networks - Opportunities and Threats

Global
- Experimental Innovation
- Partnership and Teamwork
- International minds
- Access
- Resources

Local
- Rhetoric and Reality
- Revenues versus values
- Lukewarm, superficial
- Ambition versus resources
- Administrative inertia
CONVENIENT

International World
Talent - Future careers
Global Teamwork
International Development
New Frontiers

INCONVENIENT

Global stresses
Quality T and L
Costs of Degrees
Waste
Rankings
Global Issues & Institutional Structures

ISSUES

Funding – who pays?
Access – who attends?
Mission – who benefits?

STRUCTURES

Public or Private?
Centralized or decentralized?
Funding: U.S. Public Land Grant

**FY 2014**
- Internal: 35%
- Sponsored: 20%
- Auxiliary: 14%
- State: 28%
- Federal: 1%
- Private: 2%

**FY 2002**
- Internal: 19%
- Sponsored: 20%
- Auxiliary: 12%
- State: 47%
- Federal: 1%
- Private: 1%
Access: US National Picture

In 2013/14

886,052

international students studied at U.S. colleges and universities

The number of international students studying in the U.S. grew by 8% over the prior year and is now at a record high.

opendoors
www.iie.org/opendoors

INSTITUTE OF INTERNATIONAL EDUCATION

WON
Worldwide Universities Network

UNIVERSITY OF ALBERTA
Access: US Private Research

# Intl Students

2008 – 2014 = 82% increase
Demand: Global Mobility

Source: British Council
Mission: Public & Private

Public Land Grant:
... a land-grant and sea-grant university with *statewide commitments and responsibilities...*

- a statewide responsibility and commitment to excellence and academic achievements having *national and international recognition* [...]
- a commitment to excellence in *public service, economic development, and technical assistance activities designed to address the strategic needs of the state* ... along with a comprehensive offering of continuing education designed to *meet the needs of [the state’s] citizens* in life-long learning and professional education

Private:
... will help solve the greatest challenges of the 21st century by:

- Accelerating our progress as an *international leader* in sciences, engineering, social sciences, health science, business, and music. [...]
- Empowering our students to fulfill their academic and professional passions in a *University that is diverse, welcoming, and inclusive* for all students, faculty, and staff. [...]
- *Serving our community of alumni and friends* through imaginative programs that enrich their lifelong relationship with the University and that *expand our collective contributions to the world.*
Opportunities and Challenges for Mobility and Teamwork

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How can academics and students gain the best advantage?

A. Incoming International Student Mobility
B. Outgoing Student Mobility
C. Priority Country Strategy
D. Membership in Networks and Consortia
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- 40,000 students
- 18 Faculties
- Founded in 1908
- Budget: CDN $1.75 billion
- CDN$ 550 million in sponsored research
- CDN$ 12.3 billion economic impact on Alberta, 5% of provincial GDP
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As of 2005, strong emphasis on internationalization as a pathway to:
• talent attraction
• reputation building
• enriching teaching and learning experiences
• (revenue generation)
• overcoming disadvantages of location
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Building Success on:

- Strong commitment of leadership
- Positive attitude of Provincial Government
- Economic growth and fiscal strengths
- Young and highly internationalized professoriate
- Strong infrastructure for planning, coordinating and implementation institution-wide strategy
- Alberta's economic growth and fiscal strength
University of Alberta

A. **Incoming International Student Mobility**
   - Very fast growth of international student presence
   - Undergraduate population, share of international students:
     - 2005: 4%
     - 2014: 14%
   - Graduate population, share of international students
     - 2005: 22%
     - 2014: 34%
Do we Move or Do We Stay?

Overcoming the challenges with regards to:

• Language
• Modes of delivery, methods of teaching and learning
• Career orientation
• Housing
• Social integration

Will international students be privileged over domestic students?

Will adjustments to needs of international students benefit all students?
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B. Outgoing Student Mobility
   – Students undertaking education abroad:
     2005/06: 729 students
     2013/14: 1145 students
Nice to Have or Key to Success?

• Career focus: work placements, research internships
• Significant academic and administrative support: e 3 concept
• Academic integration: for credit education abroad, international degree programs
University of Alberta

C. **Priority Country Strategy**
   – China, India, Germany, Mexico/Brazil, USA
   – Focus on key partnerships
   – Integrate different dimensions of internationalization with regard to focus countries/partners
Straightjacket or Strategy?

• Need for new approaches in governance and management to lead priority country strategies (coordination, resource allocation, documentation, PR)

• Broader understanding of "partners", extra-university research, governments, corporations, etc.

• Maintain flexibility to develop activities outside of focus countries
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D. Membership in Networks and Consortia

– Consortia/Networks require significant resources
– Consortia/Networks are always a “work in progress”
– Immaterial benefits may outweigh material benefits
Partner or Perish!

- Recognize need for investment
- Careful approach to evaluating success/impacts of partnerships: it is not all about money
- Openness to experimentation and learning are key to success
Outlook

The Four Imperatives

– **Economic Imperative:** International students as source of income, career relevant education abroad, larger scale international projects and capacity building programming

– **Strategic Imperative:** International agenda as key element of overall institutional planning and strategy building

– **Learning Imperative:** No silver bullet or magical formula, need for experimentation, need for structured learning

– **Operational Imperative:** Ability to manage projects and programs, building of reliable, results-oriented and sustainable processes, professionalization of international teams