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Rethinking Internationalization with Innovative Partnerships: What Works, What Doesn’t?

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- Cindy Elliott, Assistant Vice President for Global Partnerships, Fort Hays State University
- Rahim Karim, Associate VP Partnerships, Pathways & Internationalization, Centennial College
- Tayyeb Shah, Deputy Vice-Chancellor (Global Partnerships), The University of Western Australia
- Brent White, Vice Provost for Global Affairs, University of Arizona
Innovative partnerships overcome constraints to deliver results…

Partnership is not a posture but a process—a continuous process that grows stronger each year as we devote ourselves to common tasks.

- JF Kennedy

Managing innovation will increasingly become a challenge to management, and especially to top management, and a touchstone of its competence.

- Peter Drucker
Established in 1902, FHSU is located in Hays, Kansas.

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2019</th>
</tr>
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<tbody>
<tr>
<td>On campus</td>
<td>5,600</td>
<td>4,485</td>
</tr>
<tr>
<td>Online</td>
<td>600</td>
<td>6,961</td>
</tr>
<tr>
<td>Mainland China</td>
<td>0</td>
<td>4,453</td>
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<tr>
<td>Total</td>
<td>6,200</td>
<td>15,899</td>
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Making FHSU the third largest public university in Kansas, offering 200+ degrees.

In 2000, FHSU was the first American university to be approved by MOE to offer UG dual degrees. Started with 40 students.

Today, 4,500 students at two partner universities:
- Sias University (Henan)
- Shenyang Normal University (Liaoning)

6 different degrees: BBA; BS; and BA
Graduated over 10,000 Chinese students.
All fully employed or studying post-graduate education in US, China or other countries.

FHSU’s Model for 4+0 Cross Border Education: FHSU doesn’t own a campus; has partnerships; students not required to study abroad; FHSU identifies and hires faculty to live and teach in China; Partners recruit and register students, provides campus facilities; students receive dual degrees.

Cindy Elliott
Assistant Vice President for Global Partnerships, Fort Hays State University
Goals

- Inaugurated internationalization mission
- Replacement of on campus enrollment and SCH
- Launched Office of Global Partnerships
- Globalization of faculty and traditional students
- Provide high quality education to citizens of China

Constraints

- No cross border model as reference
- BGS vs. BBA/BS/BA degrees
- No initial budget; budget slowly increased
- HR hiring practices; Chinese Work Permits
WHAT WORKED

• Worked closely with partners; adapted as necessary
• Communicated with KBOR and KS Legislature—Advocacy
• Leveraged educational partnerships for other relationships
• Added strict administrative and financial policies

LESSONS LEARNED

• Minimize Chinese federal government scrutiny
• Deliver English language training courses earlier
• Hiring practices of academic departments
• Technology challenges
WHAT IS CHANGING IN MIDST OF CORONAVIRUS—January 2020

CASE STUDY

• News hit in the middle of Spring festival holiday
• Partner campuses will delay opening
• Prefer not losing the revenue if classes cancelled
• Inaugurated online classes
• Ways to communicate with students off campus
• Prove to Chinese government the value of online education— In the hope for long range implications
Centennial College – Toronto, Canada

- 5 Campus locations and 2 learning sites in Toronto
- Learning site in China (Suzhou Centennial College)
- > 27,000 full-time enrolment (18-19)
- > 13,000 international learners (18-19)
- Certificates, Diplomas, Advanced Diplomas, Baccalaureate degrees & Apprenticeship Training
Approach

Partnership Approach

Examples

• Pathways
• Off-site Delivery
• Global Experiences

Considerations

Examples

• Partnership Strategy
• Need for a detailed MOU & MOA
• Determining Accountability
• Partnership Review

Dr. Rahim Karim Centennial College Toronto Canada - rkarim@centennialcollege.ca
King’s College London & China

- Founded in 1829 | World top 50 | 33,000+ students | part of elite Russell Group
- Comprehensive research intensive HEI & largest healthcare training provider in Europe
- Post Brexit vote, decided to develop strategic non-EU partnerships EU with focus on Asia
- China – Academic power moving East | Rankings | R&D | One Belt One Road

Tayyeb Shah, Deputy Vice Chancellor, Global Partnerships, University of Western Australia
Context for Innovative Partnerships

Goals

- Develop a world leading innovative joint medical school with a specialization in health technology
- Develop 1-2 applied research institutes in partnership with elite Chinese and/or HK universities with strong industry collaboration

Constraints

- Limited local funding
- EU research funding / staff uncertainty
- Chinese Ministry of Education / HK government requirements
- UK General Medical Council requirements
- Internal barriers

Tayyeb Shah, Deputy Vice Chancellor, Global Partnerships, University of Western Australia
## What Worked; What Didn’t

### Partnership Approach
- Develop Anchor Partnerships in strategic parts of China and HK over a 2-5 year horizon
- Invest in both an established HEI plus a rapidly emerging HEI
- Flexible and open to all possibilities
- Utilize local in-country staff

### Lessons Learned
- Have a clear Vision
- No substitute for face to face meetings to develop relationships
- Negotiate firm but fair
- Time needed to generate internal buy-in / clearly articulate benefits
- Engage respective governments – multiple agreement signings
- Patience, patience, patience

Tayyeb Shah, Deputy Vice Chancellor, Global Partnerships, University of Western Australia
The UA will provide access to high-quality international education to those who otherwise lack access with 20 Microcampuses and 10,000 global students by 2025.
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EXPAND YOUR OPPORTUNITIES.

Finish your degree program close to home or in Arizona.

Explore Our Microcampuses
Established in 1972, Mason is Virginia’s Largest Public Research University offering 200+ degrees with more than 37,000 students from over 130 countries.

In March 2014, Mason opened its Asia Campus in Incheon, South Korea. The campus offers 5 degrees and has over 600 students representing 25+ countries.

All students regardless of campus location receive the exact same degree issued by Mason. Mason Korea students are required to spend 1 year at the US campus and students from the US campus can study abroad for up to 1 year at the Korea campus.
Context for Innovative Partnerships

Goals

› Expand and diversify our existing portfolio of offerings in Asia
› Increase our brand awareness in the region for both student recruitment and research
› Strong ties to the Korean community in Virginia

Constraints

› As a public institution, there were significant limitations to how state funds can be utilized
› Institution lacked a comprehensive and cohesive global strategy
› General low tolerance for risk and competing institutional priorities

Gbemi Disu, Chief Business Officer, George Mason University Korea
What Worked; What Didn’t

Partnership Approach

- Establish a brick and mortar presence
- Partner with the Korean Government
- Collaborate with other foreign institutions in proximity

Lessons Learned

- Buy in and expectation management is essential across the institution and not just at the senior administrative levels
- Sourcing and retaining human capital is key
- Navigating “Glo-cal” is a continuous challenge
- Hope is not a strategy. Identify ways to diversify revenue streams from the start

Gbemi Disu, Chief Business Officer, George Mason University Korea
Questions/Comments/Experiences

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