



Leaders in International Higher Education

2022 ANNUAL CONFERENCE

Why the Internationalization of
Higher Education Still Matters

From Conception to Implementation:

A Journey Through International Partnership Assessments

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Goals for Today's Presentation

- Importance of Global Partnerships & Engagement
- Gauging Audience's Global Partnership Assessment* Efforts
- Conception to Implementation: Status Updates and Strategy of UCalgary and Pitt
- Roadblocks and Challenges
- Steps and Tools for the Future

*Disclaimer: Assessment and Inventory will be used interchangeably in this session



Why Assess?

- Partnerships are at the core of global strategies
- With methods and systems of business intelligence, institutions aim to make sound decisions:
 - Consolidation of existing partnerships
 - Sunsetting of some agreements
 - Development of new initiatives
 - Identification of "strategic" partnerships
- Determine outcomes expected in terms of international learning experiences, education, research, training and social contribution
- Create alignment with faculties and units and engage the community in internationalization efforts
- Illustrate the return on investment (ROI)
- Communicate the impact of internationalization to diverse stakeholders



Who's in the Room?

Who here already has an assessment/inventory tool in place?

What are you struggling with when it comes to international partnership assessment/inventory?

Go to: <https://www.menti.com/fvop64m7h3>

Passcode: **9230 4728**





Poll Responses



Background

Mutual Goal: Assessment/Inventory of partnerships for all international academic partners.

University of Calgary's International Partnership Assessment Rating Index (IPARI)

Why?

- Tracking/monitoring partnerships
- Integrating data surrounding partnerships into decision making

How? Uses a set of criteria and scoring system within three(3) designated categories to track partnership activities.

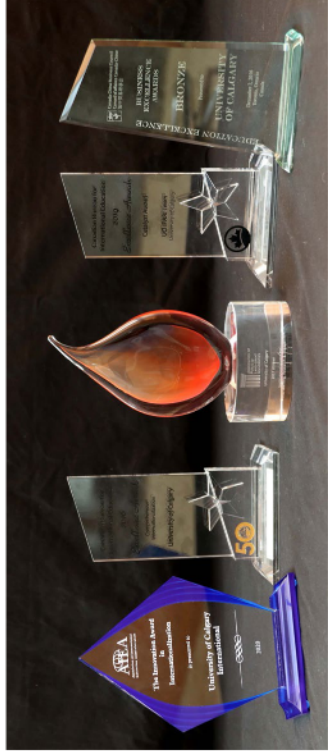
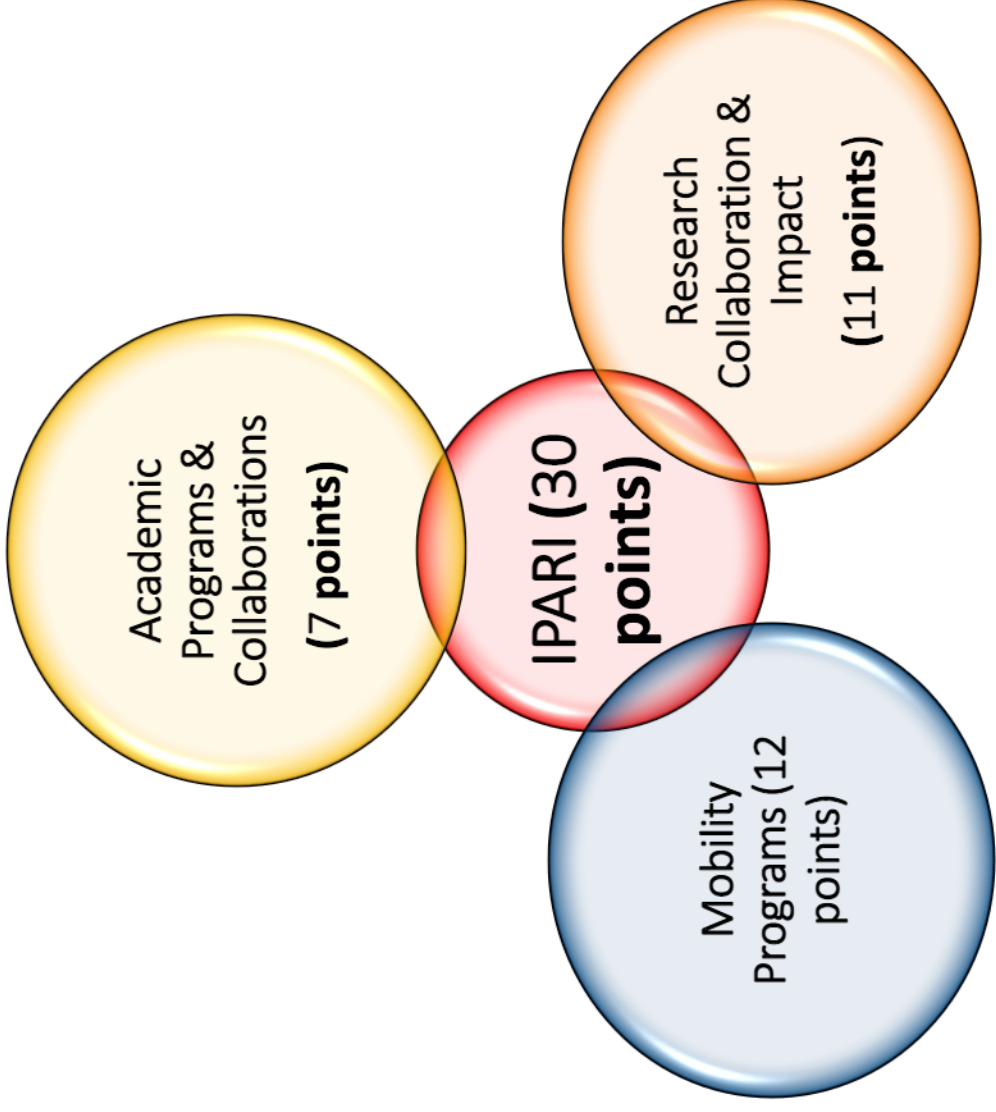
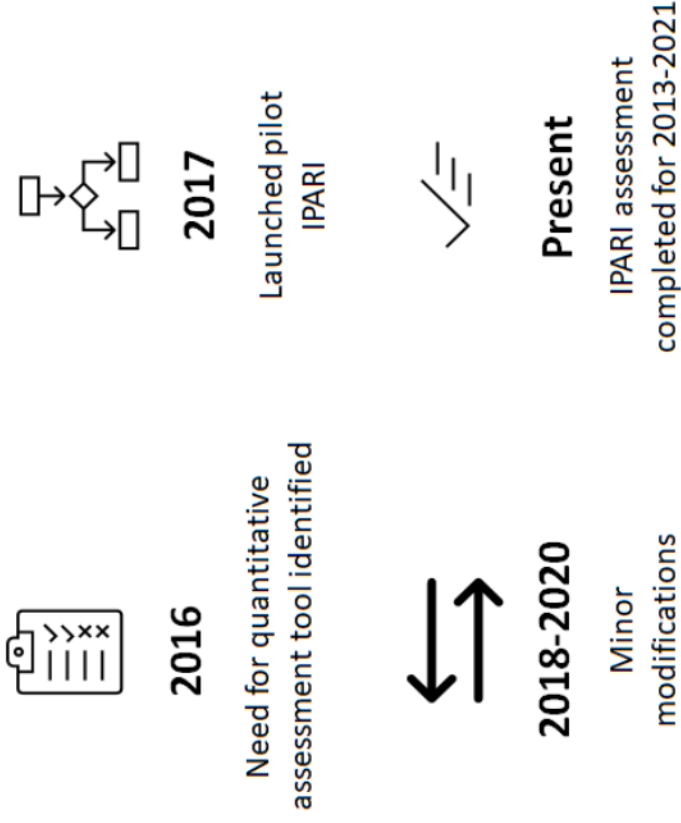
University of Pittsburgh's Global Partnership Inventory Tracking Tool (GPITT)

Why?

- Pitt Global Plan & institutional commitment
- Deepen relationships and identify opportunities for resource sharing (virtual programs and in-country assistance)
- Connecting faculty around regions & concepts to streamline and support efforts

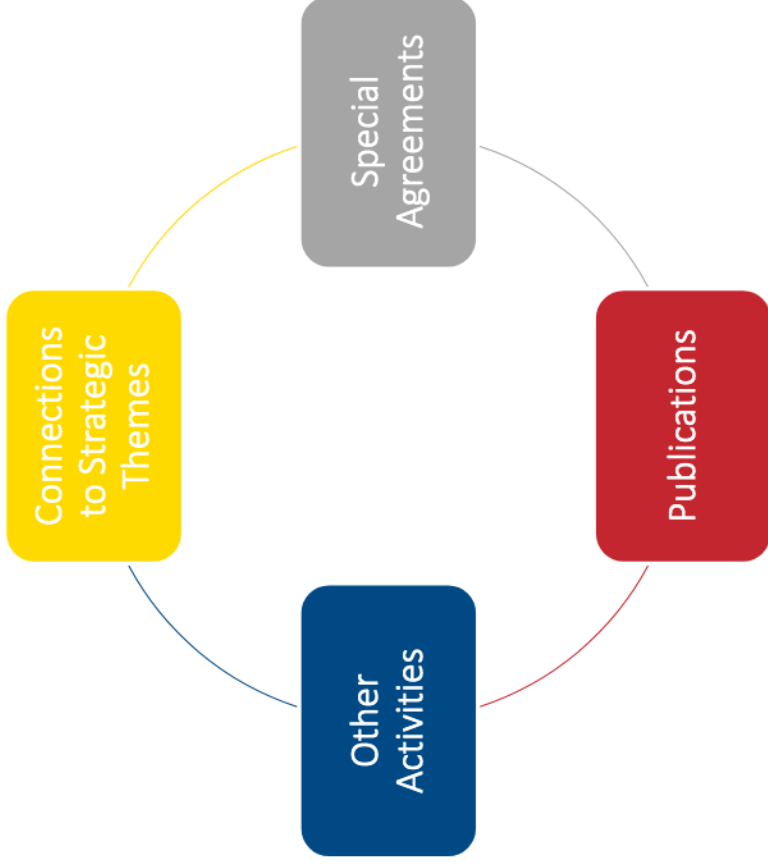
How? Using a set of criteria and scoring system within four(4) designated categories to track partnership activity.

University of Calgary's International Partnership Assessment Rating Index (IPARI)





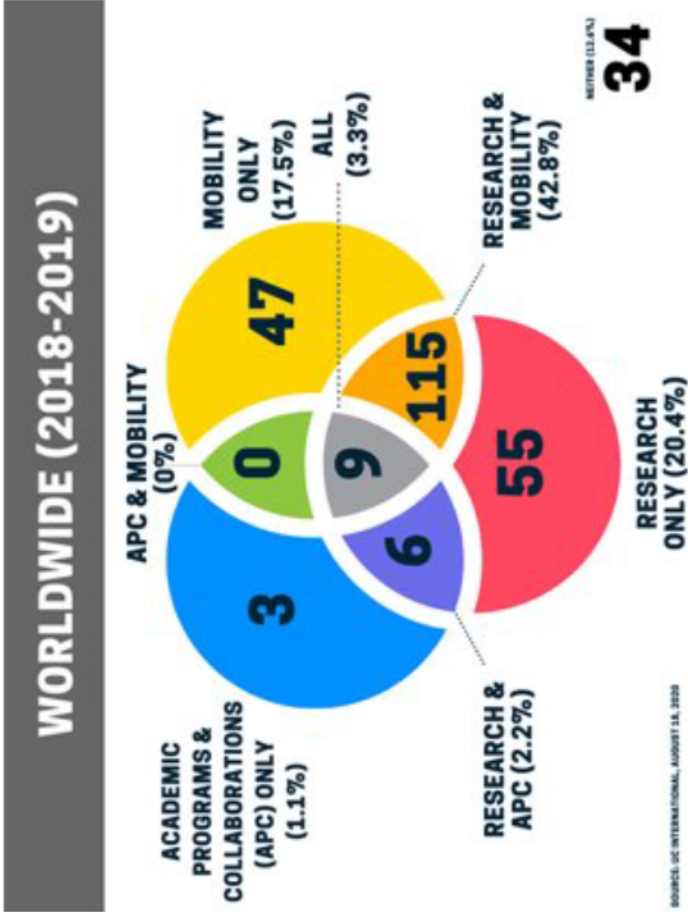
IPARI's Research Collaboration and Impact



Specific Research Agreement	Yes	= 1
Research/commercialization Activity - Identify specific activity, collaboration, joint supervision, participation in thesis examination, etc.	Maximum = 1	
Joint Publications – based on SCOPUS - Total	1 to 25 26 to 50 50+	= 1 = 2 = 3
Distribution Publications in Disciplines (SCOPUS – range of faculties)	1 to 3 faculties 4-6 faculties 7+ faculties	= 1 = 2 = 3
Joint Research Funding (\$)	Up to 50K=1 50-200K=2 Over 200K=3	



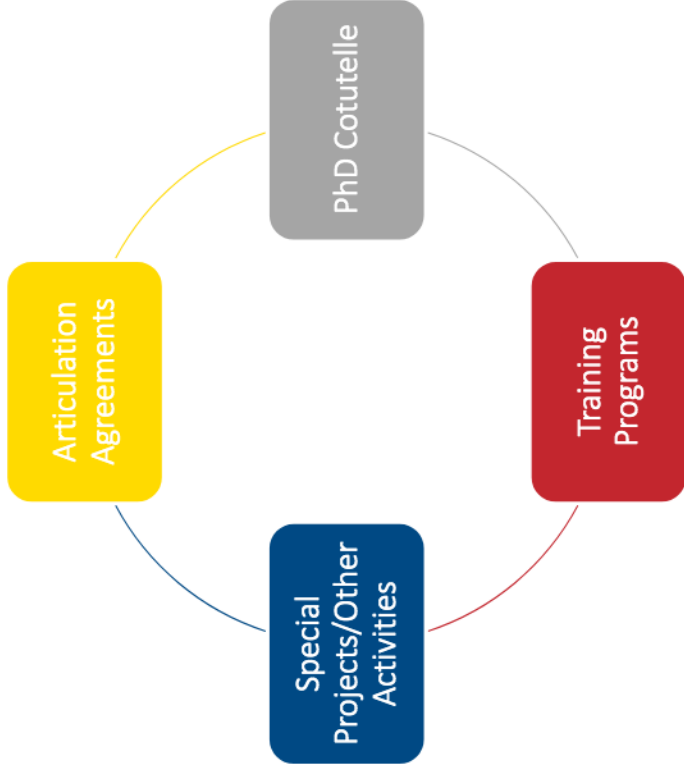
IPARI's Research Collaboration and Impact



External Institutions	Specific Research Agreement**	Research Funding***	Joint Publications (2019/2020 - 0 - Scopus)**	# of Publications	Distribution of Disciplines (Scopus)****	# of Faculties	Total
University X	0	0	1	4	1	2	2
University Y	0	0	1	5	1	1	2
University Z	0	0	1	12	1	3	2



IPARI's Academic Programming and Collaboration

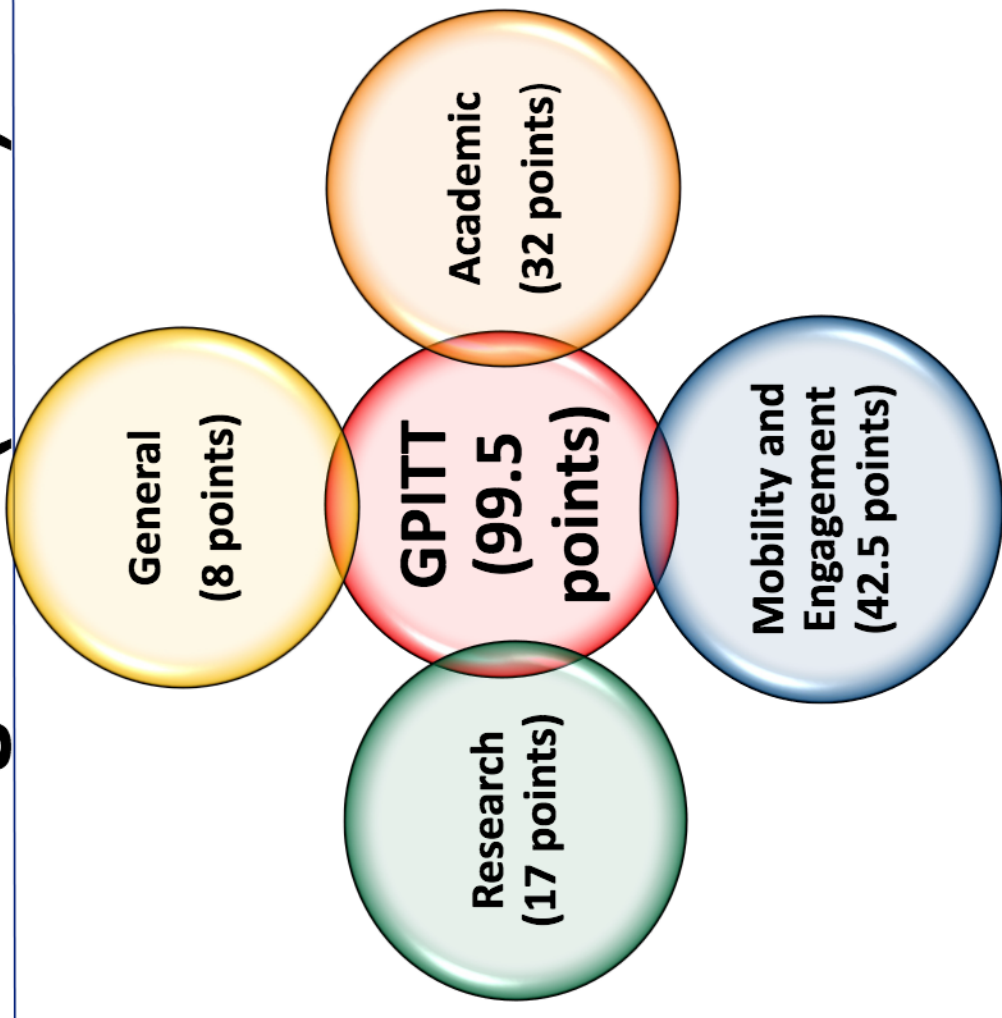


Annual # of students - Active Articulation Agreements (2+2 / 3+2, dual degrees, 1+1)	1 to 5 = 1 6 to 10 = 2 10+ = 3
Cotutelle (student participation)	Maximum = 2 (up to 3 students=1, otherwise 2)
Training/ Professional Programs	Maximum = 1
Engaged for Special Projects (ex: A Program at Host University for International Development, UCalgary Office, Network partner)	Yes =1

Global Partnership Inventory Tracking Tool (GPITT)

Enhancement and Uniqueness of GPITT

- Visitors and Joint Conferences
- J1 Student, Interns and Scholars
- Remote Collaboration and Global Operation Support





GPITT: Mobility and Engagement

Joint Conferences and Visitor Data

Has Pitt hosted joint collaborative events and conferences?

During this inventory period, have there been any visitors at Pitt for 14 days or more?

JOINT HOSTED conference(s) = **2 points each**

Partner's LEADERSHIP attends event or a partner acts as a PANELIST or SPEAKER for a Pitt event = **1 point each**

Participation/attendance only = 0 points

Maximum of 4 points

Timeframe	Point Value	Visitor Data	Total	Max Values
14 days -Semester	0.1	0	0	0.5
1 - 2 Semester	0.2	0	0	1
Year or Longer	0.3	0	0	1.5
Repeat Visitors	0.5	0	0	0.5
Total Value			0	3.5

+ **Additional 1 point** per type

- Non-Teaching Exchange
- Teaching Commitment
- Staff Exchange
- Formal Delegation
- Senior Leaders from Partner Institution



GPITT: Mobility and Engagement Continued

Question: During this inventory period, has Pitt hosted any J-1 Interns, J-1 Short-Term Scholars or J-1 Research Scholars?

	Source of Financial Support	# present in U.S. for <u>2 years or less</u>	Weighted Points	# present in the U.S. for <u>more than 2 years</u>	Weighted Points	Sum
J-1 Interns	--		0.4	--	--	0
J-1 Short-Term Scholars	Pitt		0.3	--	--	0
	Home Institution		0.5	--	--	0
J-1 Research Scholars	Pitt		0.2		0.1	0
	Home Institution		0.3		0.2	0
TOTAL POINTS (Max: 3 points)						0

New Addition Coming: Government Sponsorship under Source of Financial Support



GPITT: Mobility and Engagement

Continued

Question	Point Value
Global Operations	
Has Pitt: Hired or paid for affiliates/representatives/providers from this partner?	Yes = 2 points each
Has the partner assisted with: Local compliance regulations and insurance? Managing relationships with local governments and/or NGOs? Local logistics (hotel bookings, car service, etc.)? Providing unique resources unavailable on the University of Pittsburgh campus?	Yes = 1 point each
Remote Engagement & Mobility Collaborations	
Has the partner provided: On-campus space (including labs, classroom space, etc)? Remote engagement with local communities, governments, NGOs, etc.?	Yes = 1 point each
Have virtual internships been participated in through this institution?	



Conceptualization

Lead: International Offices

Key Concepts: Meetings with other institutions who have developed a similar tool, buy-in and support from key champions, reviewing old documentation from previous focus groups on larger plans, etc.

Unique Concepts to Consider:

University of Pittsburgh	University of Calgary
<ul style="list-style-type: none">• Built upon objectives in Pitt Global Plan• Direct feedback in Global Plan development on closer and easily recalled relationships• Considerable benchmarking within Pitt (OIEP developed something similar for Industry relationships) and outside of Pitt	<ul style="list-style-type: none">• Based on International Strategy/Global Engagement Plan• Identified as a need by faculties and ELT representatives• Research and analysis of other assessments• Led by International Office as a way to track and monitor partnerships and make strategic decisions

Final Take Away: Not reinventing wheel, speaking to others, garnering key champions for next phase

Aligning Assessment with Goals



GOAL 2: Priorities and Areas of Responsibility:

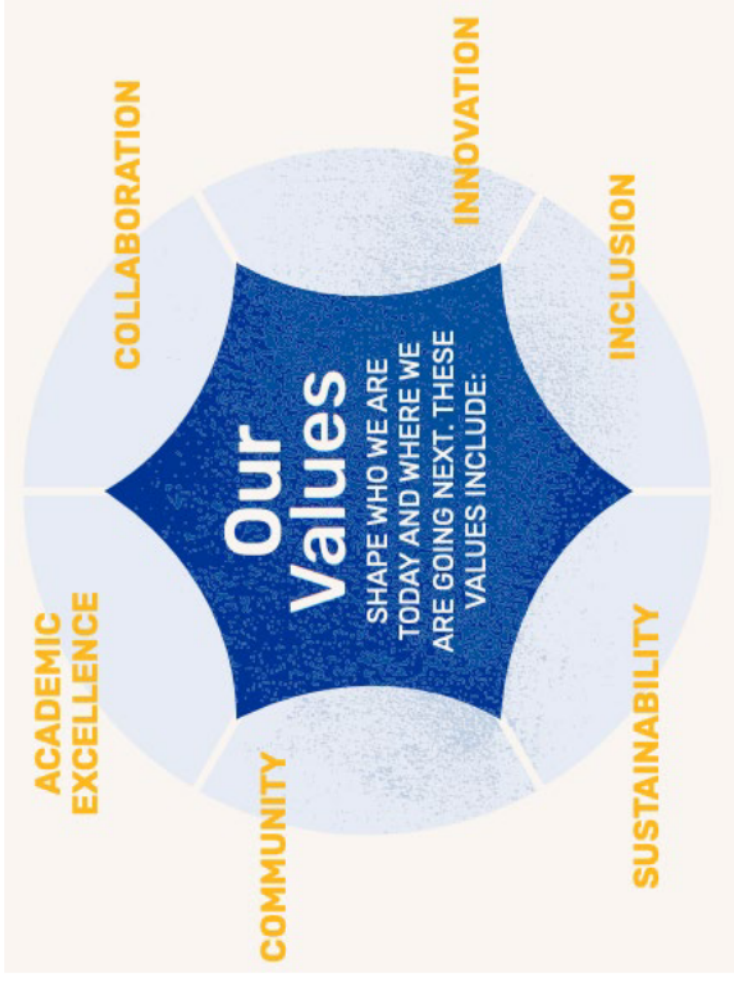
	Intercultural Capacity Building	International Learning Experiences (ILE) and Intercultural Capacity-building Experiences (ICE)	Eliminating Barriers to ILE	Academic & Mobility Agreements	Fees, Funding & Scholarships
UCI	✓	✓	✓	✓	✓
Registrar's Office			✓		✓ UG
FGS		✓		✓	✓ GR
Faculties	✓	✓	✓	✓	✓

GOAL 3: Priorities and Areas of Responsibility:

	Research & Innovation Partnerships	Global Development Partnerships	Diplomatic & Consular Corps Partnerships	Training & Professional Development Partnerships
UCI	✓	✓	✓	✓
VPR	✓	✓		
Faculties	✓	✓	✓	✓
Continuing Education				✓ CPE

Aligning Inventory with Goals

- Plan for Pitt
- Global Plan 2.0
- Incubator and Operational Strategy
- Underpinned by GPITT and tools
- Year of... Data and Society
- Next:
 - Making a more deliberate connection to new Plan for Pitt through a matrix approach.





Consultation

Lead: International Offices

Key Concepts: Data Stewards, 2-way data sharing, garnering buy-in from key contributors for project, understanding areas of concerns or needs from key contributors. Understanding unit terminology and identifying inconsistencies in data collection (Example: University Names)

Unique Concepts to Consider:

University of Pittsburgh	University of Calgary
<ul style="list-style-type: none">• ½ day retreat with key data stewards• Presentation to Schools of Health Sciences• Defining terminology and consistent data points. <p>Example: University Library System Data</p>	<ul style="list-style-type: none">• VPI created sub-committees to define criteria• Data requirements outlined• Definitions clear and consistent (reporting periods, terminology)• Consultation with faculties, data sources & owners <p>Example: Work with IT & Office of Institutional Analysis (Creation of Data dashboard)</p>

Final Take Away: Identifying units and partners on campus that will be your champion through this process is key. This may include IT, study abroad offices, etc.



Engaging Stakeholders & Garnering Buy-in

Group Discussion: What things should you consider when garnering buy-in for large projects at your University?

Go to: <https://www.menti.com/qhzs4d6cn>

Passcode: **2915 0547**





Data Visualization of Question



Socialization

Lead: International Offices

Key Concepts: Education, focus groups, presentations, buy-in, etc.

Unique Concepts to Consider:

University of Pittsburgh	University of Calgary
<ul style="list-style-type: none">• Presentation to Provost Cabinet and key faculty champions• Schools of the Health Sciences Global Committee• Unique structure – lower/upper campus	<ul style="list-style-type: none">• Consultation with all international units• Discussions & presentations with Associate Deans International Council• President, Provost & Vice-President Research

Final Take Away: Garnering key champions for next phase, understanding school/department cycle, etc.



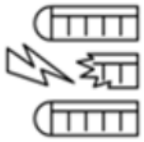
Benefits of IPARI and GPITT



Comprehensive understanding of global partnerships and international programming



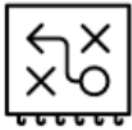
Objective lens for deepening and sunsetting partnerships



Breakdown of silos to better connecting schools, departments, and offices with mutual interests



Monitoring partnerships to mitigate risks and identify trends



Strategic data for decision making



Integrating data into internal processes



Standardization of data points



Maximization of resources



Implementation

Lead: International Offices

Key Concepts: Secure means of data sharing, identifying cycles of data, detailed Standard Operating Procedures, easy and concise forms for collecting, training for contributors

Unique Concepts to Consider:

University of Pittsburgh	University of Calgary
<ul style="list-style-type: none">• Clear definition of responsibilities• Unique Excel documents for data collection• Meetings with Schools during 1st round to understand exact data needs• Unique questions for post collection distribution and projects	<ul style="list-style-type: none">• International Office led process• Faculty commitment to provide annual data• Creation of data model based on measurement• Hiring of a computer science Co-op student• Integration of business intelligence tools such as Power BI in hopes of automation

Final Take Away: Clear implementation plans, means of collecting data, and additional time in calendar for questions, issues, concerns, hard vs soft deadlines



Reporting

Lead: International Offices

Key Concepts: Developing unique report structures per constituents. Understanding how data will be used in larger university decision-making.

Unique Concepts to Consider:

University of Pittsburgh	University of Calgary
<ul style="list-style-type: none">• Unique reports by constituents• Will be entered into MoveOn System• Integration into strategic decision making for Vice Provost of Global Affairs and University Leadership	<ul style="list-style-type: none">• Integrated into KPIs and reported up to General Faculties Council and Board of Governors• Integrated into daily business processes to help make decisions• Presentations with faculty to discuss results

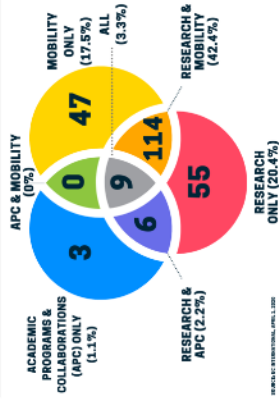
Final Take Away: Understanding what data is important to whom and how to assist faculty, schools, and their senior leaders with their global ambitions



Reporting Using IPARI Data

International Partnership Assessment Rating Index (IPARI)

WORLDWIDE (2018-2019)

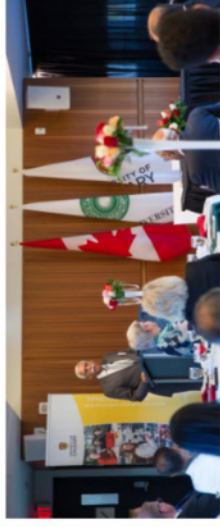


GOAL #3: ENHANCE INTERNATIONAL PARTNERSHIPS FOR RESEARCH AND EDUCATION

234 active university partners in 55 countries at the end of 2018-19
 170 Mobility Partners
 184 Research Partners
 18 Academic Programs and Collaboration Partners

Types of agreements and international collaborations

- Student/staff exchange programs
- International practice
- Collaborative research
- Joint scientific and academic activities
- Training
- Collaborative degree programs
- Joint international publications
- Internships



New agreement

An agreement with University of Calgary International can result in several mutually beneficial outcomes.

Looking to establish a new agreement? Please fill out and submit the application below.

[Initiate a new agreement](#)



Renew agreement

Do you want to renew your agreement with us? For UCalgary's external and international partners, kindly email inreim@ucalgary.ca.

UCalgary faculty and staff, click on the button below to complete a renewal application.

[Renew our agreement](#)

CHINA BRIEF REPORT

UNIVERSITY OF CALGARY INTERNATIONAL – July 2021
 Canada recognizes the Peoples Republic of China as the legitimate government of China. It includes Hong Kong, Macao, Mainland China, and Taiwan.

ACADEMIC AGREEMENTS

- Currently, **70 active** and **24 in preparation** agreements exist between UCalgary and **55 institutions** in China in frameworks such as MOU's, SLOK's, Articulation and Training programs.¹
- 1/4 of our partners are **Double First-Class** Universities, including six universities from the C9 League and four from the E9 League:
 - CSE: Peking University, Tsinghua University, Shanghai Jiaotong University, University of Science and Technology of China, Xi'an Jiaotong University, and Harbin Institute of Technology
 - ES9: Beijing Institute of Technology, Tsinghua University, Tongji University, and Harbin Institute of Technology

International Partnerships Assessment Rating Index (IPARI)²

- IPARI Analysis: **41** active university partners: **8** active partners in Academic and Research, **8** active partners in Mobility and Research, **1** active partner in Academic and Mobility, **3** active partners in Mobility only, **15** active partners in Research only.
- Top 5 partners: Peking University, Beijing Normal University, City University of Hong Kong, The University of Hong Kong, Shaanxi Normal University.



¹ Agreements – Active

Educational Institution	MOU/ACA	Exchanges ³	Other	Long History (10+ years)	Double First Class (2019-2020)	Joint Programs (2019-2020)
X Institution	X	X – Faculty of Science (3+2) X – Faculty of Science (2+2) X – SCHULICH SCHOOL OF ENGINEERING (3+2)		Since 2005	X	21

¹ 2021 Mobility Database, 28 May 2021

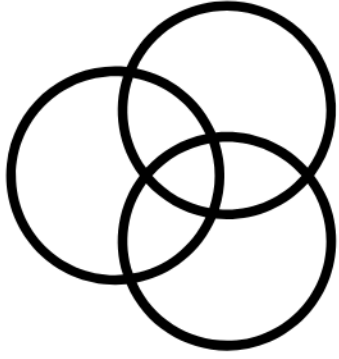
² IPARI is an award-winning tool for recognition in internationalization developed and used by UCalgary International to evaluate international partnerships, identify top partners in each country, develop strategic partnerships, and decide to re-engage or terminate existing partnerships.

³ X indicates an university with an exchange agreement, unless otherwise specified





Reporting Using GPITT Data



Reports Include:

- Intro on GPITT and PittGlobal efforts
- Philosophy Statement
- Understanding the Data
- Confidentiality Notice
- Categorical and Total Scores with Assigned Tier of Engagement
- List of Schools with Investment
- Relevant Regional Centers/Departments
- Summary of Current Agreements & Project Administrators

Customized reports for:

- General Reports
- AVC of Schools for Health Sciences
- Vice Provost for Global Affairs and university senior leaders

Vice Provost for Global Affairs Report provides:

- Additional qualitative and strategic analysis, potential connections, relevant Impact Areas, notes on potential senior leadership travel, etc.



Lesson Learned & Goals



Consultation & buy-in from leadership & faculty



Clarity surrounding definitions/scope



Complexity surrounding Data management



Manual & time consuming



Reciprocity



Evaluation included agreements with educational institutions only

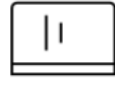


Standardized scoring process for all agreement types



Partnerships with same rating

IPARI



Terminology Assessment Vs. Inventory



Institutional Commitment is Key



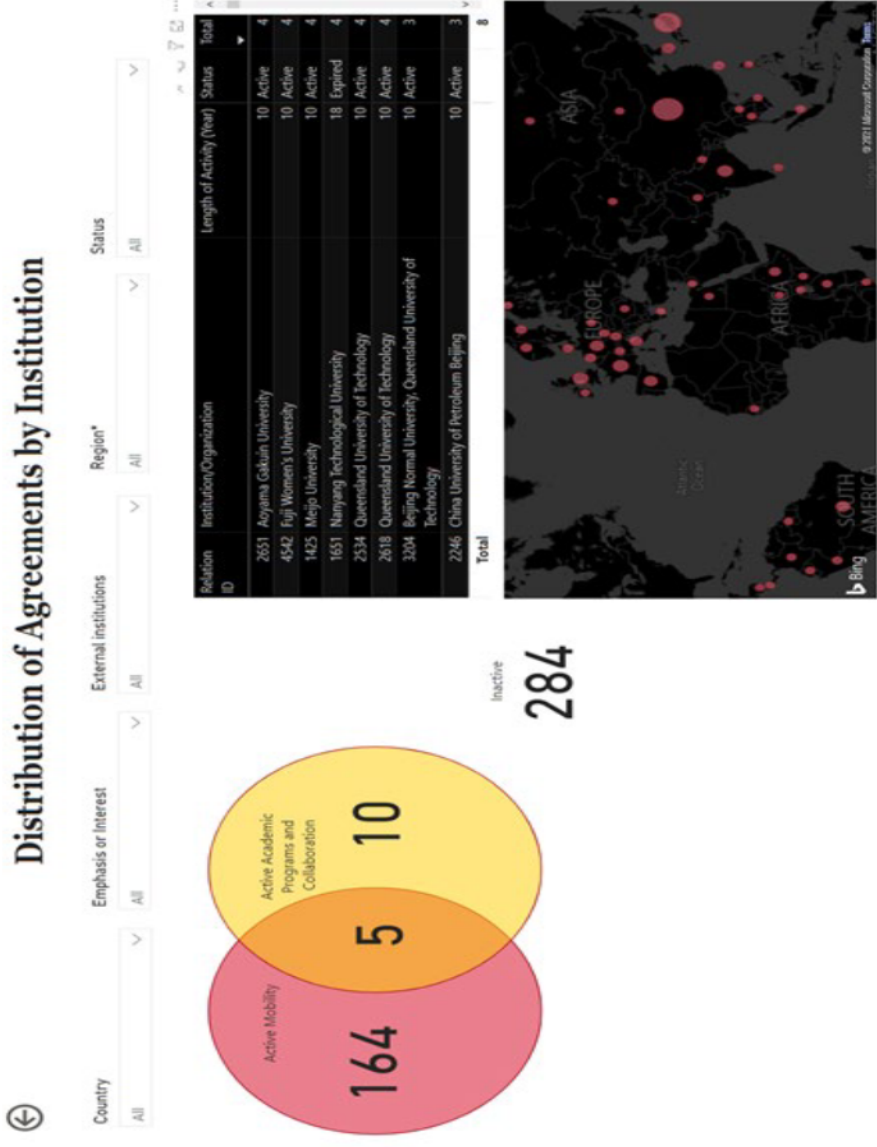
Better Education and Buy-In on ROI

GPITT



University of Calgary Future Plans

- Alignment with new GEP
- More consultations with faculty – launching working group
- Integrating more Qualitative Data
- Getting partner's feedback
- Utilizing Technology to automate process





University of Pittsburgh Future Plans

What Guides Us THE UNIVERSITY'S MISSION FOCUSES OUR SUCCESS IN THREE AREAS

 **OUR PEOPLE**
Who We Are
We are a diverse community of scholars, learners, partners and leaders dedicated to a common cause: the pursuit of knowledge.

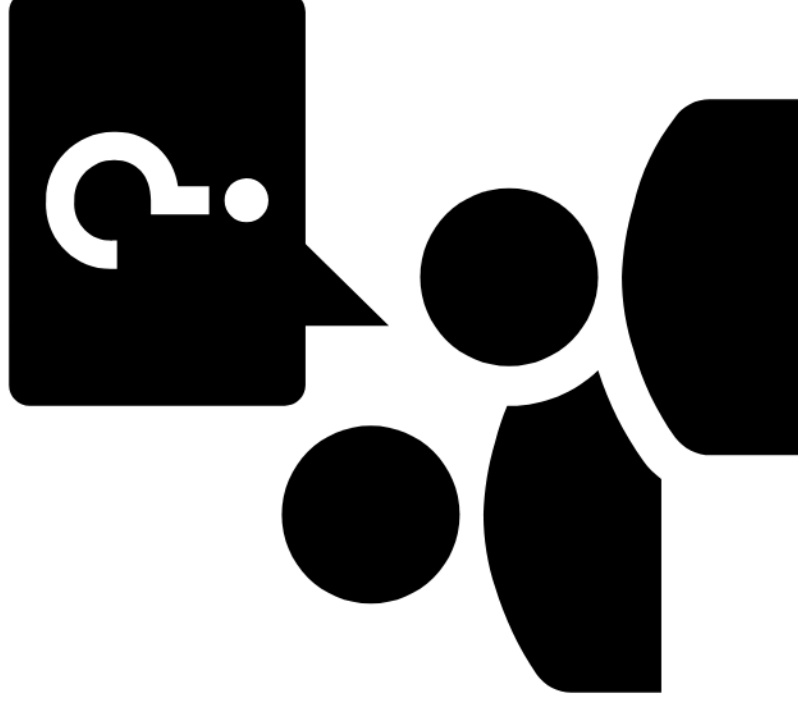
 **OUR PROGRAMS**
What We Do
Our initiatives and operations fuel opportunities of the highest quality in three key areas: academic excellence, research and scholarship, and community service.

 **OUR PURPOSE**
The Difference We Make
We improve lives and communities—at every scale—by creating knowledge and leveraging our expertise to tackle some of society's greatest and most pressing challenges.

- Alignment to the new Pitt Global Plan 2.0 and Plan for Pitt
- Unique build out and data collection into MoveOn
- Inverse to GPITT – understanding opportunities with Partners for engagement
- Exploring more robust data collection IT solution
- Sharing final data reports with Partner



Q&A





Thank You!

University of Pittsburgh

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