



2016

**Association of International
Education Administrators
ANNUAL CONFERENCE**

Internationalization of the Academy: Regional Perspectives

University of Geneva
University of Montreal
University of Sydney

Internationalisation of the Academy – Regional Perspectives

- **Drivers and Priorities/Challenges and Constraints**
- **Regional contexts/Enablers and Instruments**
- **Performance/Outputs/ROI**



What drives our Partnerships?

- **International research opportunities/Global challenges/Researchers mobility**
- **Student mobility/global citizenship/global learning opportunities/international curriculum**
- **Staff development/capacity building**
- **Economic /National interests in particular regions/Government-Higher Education diplomacy**
- **Reputation**



Regional Priorities - UNIGE

- **Natural priority: Europe**
 - Too easy/over-organized, so less creative?
Mostly bottom-up + networks (LERU)
- **Historic/classic priorities: US, Canada, Australia**
 - Obvious, but over-solicited? High demand, rely on offer + adapting to demand
 - Same applies for parts of Asia
- **Real priority-setting needed in less obvious regions; attract attention on high potential regions, BRICS, Africa etc., or political opportunities (Saudi Arabia, Iran), but need to adapt expectations**



Regional Priorities - UdeM

- **Traditionally French speaking European countries :** Belgium, France, Switzerland
- **Europe :** Germany, Italy, Spain, United Kingdom
- **North America :** Canada (U15) and US (NSE)
- **Latin America :** Brazil, Chile, Costa Rica, Mexico
- **Asia/Pacific :** Australia, China, Japan, South Korea
- **Africa :** Benin, Ivory Coast, Morocco, Tunisia
- **Middle East :** Israel, Lebanon



Regional Priorities - USyd

China/SE Asia/South Asia/Europe/North America/North
East Asia/Latin America/Middle East/Pacific



Building Key Partnerships - UNIGE

- Key networks (LERU)
- Strategic partnerships with universities, including joint seed funding
- Non-academic partnerships, IOs, NGOs, etc.
- Combine those networks into one:
 - pooling of contacts/resources
 - backing by a strong academic network gives critical size/coverage to work with other organizations
- Top-down meets bottom-up; importance of personal contacts
- Long-term vision: global “airline alliance” offering a competitive “product” on the global market



Building Key Partnerships- UdeM

- **Strategic partnerships with universities**
- **Funding agencies : Canada & Quebec Government, MITACS, CSC, FAPESP, ERASMUS**
- **Research-intensive network : U15 (→China, →France)**
- **Challenges** : Language / tuition fees / managing priorities / resources / sustainability
- **Lessons** : setting short term goals based on a long term vision / involving faculty / starting small / consolidate before diversify
- **Enablers** : French programs / redaction policy / institutional funds and commitment / determination



Partnership Case study - UdeM

G3 : a Francophone Strategic Alliance (2012)

- **3 institutions: UdeM – UNIGE – ULB**
- **Joint seed funding: from research activities to training programs**
- **Governance (Quality Assurance, Libraries)**
- **2014 → Brazil**
- **2015 commitment on a Global issue: Migrations**

International Forum of Public Universities (IFPU):

- **2015 commitment on a Global issue: Urbanization**
- **Barcelona, Bologna, Lodz, Montreal, Nankai**



Partnership Case study - UdeM

China University of Politics and Law (CUPL)

- Since 2002 : UdeM main entry in China
- Training of Chinese judges
- Various cooperation modalities : master / summer schools /
- → CASS, Renmin, ... / → 1M\$ donation

University of Costa Rica (UCR)

- High quality university / Francophilia
- Influence in the region of Central America
- Strategic platform for South America
- Inter-American Court of Human Rights



Partnership Case study - USyd

Sciences Po

- Established SEA partner → dual degree partner
- Uni-wide cluster partner – USPC
- Develop/broaden research connections
- Joint academic workshops/leverage international partners
- Joint research funding proposals
- Embedded mobility options

Challenges/constraints: communication to academics, partner to fit all needs/ Australian fee paying structure – ROI criteria/communication – teams on each side/ goals & framework

Enablers: funding from each partner/ champions – upper and lower levels – admin and academic/Diplomatic support



Partnership Case study - USyd

Department of Foreign Affairs and Trade, Australian Government

- Funder of applied research, TA in priority regions
- Strategic alignment, track record
- International collaborations/in-country engagement/profile
- Diversification of revenue streams

Challenges/constraints:

- volatile funding environment/competition
- potential slow ROI
- academics' interests/competing responsibilities

Enablers:

- disciplinary expertise and regional knowledge/connections
- strong project delivery and track record



OECD Knowledge Partners



Partnership Case study – USyd / OECD

- **Multilateral government policy**
- **Profile raising – AU & International**
- **Involve strategic academic partners – EU-Asia triangle**
- **Deepen academic engagement with OECD/academic partners**

Challenges/constraints: ROI, funding

Enablers: opportunity to create connections



Transversal Partnership Case study - UNIGE

- **OECD**
 - Institutional partnership/knowledge partner thanks to USyd
- **Yonsei University:**
 - BRICS Country/cultural differences/medium rankings + reputation: adapt expectations
 - From specialized student exchange to strategic partnership
 - Joint seed funding – steady growth
- **Cross-fertilization of networks**
 - Planned joint workshop USyd-UNIGE-Yonsei at OECD: bring a network of universities to an IO/network of networks



Outcomes and indicators – ROI

- **Has the partnership increased our research collaborations – quality cited publications?**
- **Has the partnership enable us to attract high quality students?**
- **Has the partnership enable us to access funding sources – government or industry?**
- **Has the partnership been mutually beneficial?**

Discussion/Feedback

- Some questions to get you started:
- Do you have different approaches to regional prioritisation?
- Do you have examples of different enablers or instruments?
- What are your engagement models with non-university sector partners?
- How do you measure ROI for non university partners?
- What other measurement tools do you have for ROI?





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DE GENÈVE

Université 
de Montréal



THE UNIVERSITY OF
SYDNEY

Thanks for your attention

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