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Wednesday, February 19 | 8:00 am to 9:00 am | Room: Delaware B



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



• **Rahul Choudaha**, Principal Researcher, DrEducation

• **Gbemi Disu**, Chief Business Officer, George Mason University Korea



• **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





FORT HAYS STATE UNIVERSITY

Established in 1902, FHSU is located in Hays, Kansas.

	1999	2019
On campus	5,600	4,485
Online	600	6,961
Mainland China	0	4,453
Total	6,200	15,899

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.

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

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.

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

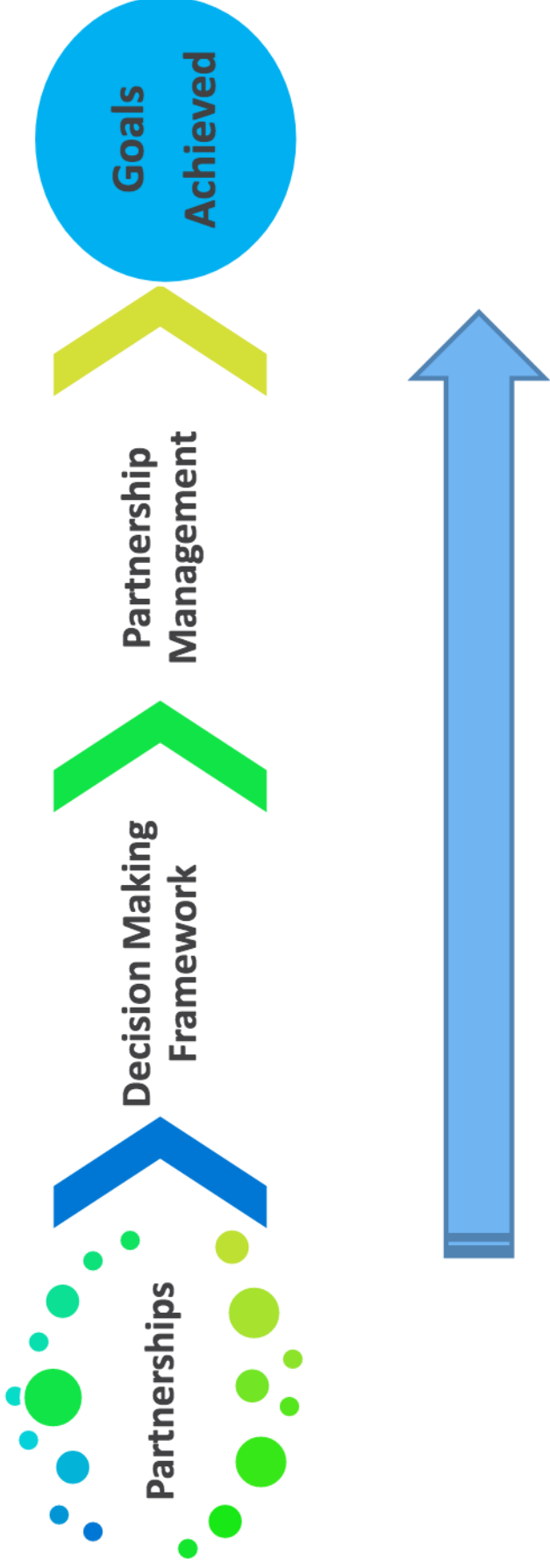


Centennial College – Toronto, Canada



- 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

Strategy | Connections | Enhancements



Approach

Partnership Approach

Examples

- Pathways
- Off-site Delivery
- Global Experiences

Considerations

Examples

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

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

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

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



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George Mason University – Mason Korea

Gbemi Disu, Chief Business Officer, George Mason University Korea



- ▶ Established in 1972, Mason is Virginia's Largest Public Research 1 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

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

▶ Questions/Comments/Experiences

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