
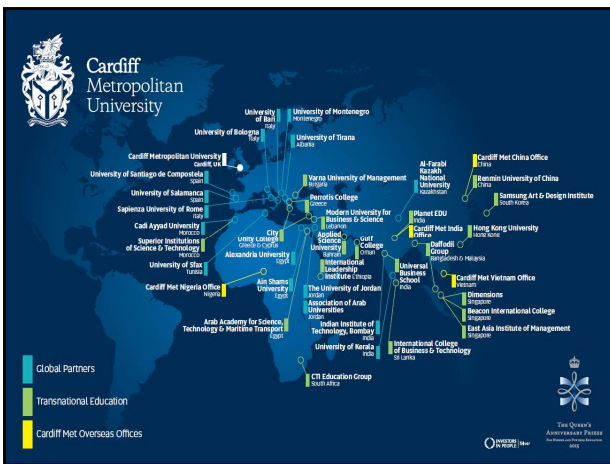


Capacity Building & Internationalisation
 State Universities of Panamá
 Leadership on Internationalisation
International Partnerships
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Session Outline

- Cardiff Metropolitan University and Internationalisation.
- TNE in the United Kingdom.
- Why is TNE important?
- Cardiff Met and Internationalisation.
- TNE and Internationalisation.
- Case studies.
- Questions and discussion.

Cardiff Metropolitan University

The most valuable possession is knowledge

- Internationalisation is one of the five key elements of Cardiff Met's corporate strategy.
- The International and Partnerships Office is the hub for strategic development and engagement.
- Functions are integrated to provide exceptional international and TNE operations.



Cardiff Met International and Partnerships Office

- Internationalisation is one of the five key missions of the University corporate strategy.
- In 2010 Cardiff Met had 2 partners and 5 members of staff in its international activities.
- In 2018 Cardiff Met has 16 TNE partners, 4 overseas offices and 50 members of staff for internationalisation.



IPO Structure

- Partnerships
 - Transnational Education partners.
- International Engagement and Development
 - International projects and development.
- International Marketing and Recruitment
 - International recruitment and regional offices.
- International Welfare and Compliance
 - Student welfare and immigration support.



IPO Management

- Partnership management.
- Quality control unit.
- Finance and operational support.
- Platform for further opportunities.
- Capacity building and development with emerging markets.



Roles of a Partnerships Office

- Authorise all MOUs/contracts for signature.
- Record and monitor operational MOUs/contracts.
- Professional support exploring possible partners - academic due diligence.
- Professional support developing operational aspects of partnerships – exchanges, QA liaison etc.
- Marketing and recruitment (including market intelligence) and student support.
- Legal support service.
- Health, safety and security advice
- Review the effectiveness of links.



How did that happen?

- Responding to internal and external factors.
 - Governmental
 - Institutional
- Stakeholders demand.
 - Students
 - Staff
- International dimension.
 - Dissemination.
 - Sustainability.
 - Exposure.
 - Students experience.
- Institutional impact
 - Respond to change
 - Associate Deans
 - Internationalising curriculum



How to engage with a partnership

- Process**
 - Business case.
 - Partner vetting.
 - Academic module, franchise/ validation or moderation.
- Expectations**
 - Accessibility for home students to internationality mobilise.
 - Financial growth.
 - International growth.
 - Increase in students population.
- Challenges**
 - Taxation.
 - Legal/ foreign entities operations.
 - Academic structure.
 - Quality assurance.
- Risks**
 - Political and Economic factors.
 - Sustainability.



Clarify your motive

- Method
- Partnership focus (possibly in a consortium of universities)
- Comprehensive. Strategic partnerships -Level One.
- Mutual benefit.
- Reputational motive
- State support motive
- Financial motive



Setting Objectives

- Are they clear?
- Do the partner(s) have the same objectives?
- If not, are the two sets compatible?
- Is there an agreed timeline?
- Have the criteria for assessing the success of the partnership been agreed?



Possible Partnership Objectives

- Capacity building in your institution.
- A base for mutually beneficial exchanges of staff and students
- Internationalising your university/students/staff.
- Collaboration in joint research interests with a critical mass of expertise.
- Increasing volume of published journal articles
- Shared use of equipment.
- Securing a supply chain with flows of students.
- Support of a significant stakeholder (E.g. Volvo)
- Reputation building by association.



Selecting the right partner(s)

- What reputation and experience is required?
- Current partner or new partner?
- What are the criteria for selection? Size, shared values, reputation, subject mix, location, personal chemistry or contacts?
- How can an objective assessment of the prospective partner be obtained?
- What does comprehensive due diligence look like and how might it be obtained?
- Do existing links with the partner work? (Us or another HEI)



Agreeing Roles

- Is there agreement on who does what in operational terms? Who signs off on these?
Are they comprehensively understood and adhered to?
- What does the partner want and expect to get from the arrangement? And for how long? (E.g. AAST)
- How can the partner best help with/cope with national regulations, QA and legalities?
- Is the sharing of risks, costs and income agreed at the outset?
- Does the partner understand and accept the management structure for the operations?



Managing the partnership

- Who is actually responsible for the partnership?
- Are the senior management teams and central support services involved?
- How does this differ if it is a partnership at Levels One or Two or Three?
- Is there regular reporting on performance?
- Who monitors performance? Is the partner part of the process?
- What are the governance arrangements of the venture? How do they relate to other structures?
- Are they strategically integrated?
- Is there an exit strategy if things go wrong?



Case Studies



Case study one Cardiff Met and AAST ,Egypt

2010

- Cardiff School of Management only.
- Partner in one international project.
- Limited number of enrolled students.
- Limited number of exchange students.

2017

- Cardiff Schools of Management, Health Sciences, Education, Arts and Design.
- Partnership in more than four international projects.
- 60% increase in students enrolled.
- Significant increase in exchange of staff and students.
- Founding member of ARELEN



Issues to Consider

- Human resources
 - Attitudes and expectation.
 - Staff capacity.
 - Workloads and prioritisation.
 - Staffing levels.
- Organisational Culture and Priorities.
- Organisational structure and governance.
- Organisational capacity linked to financial and physical resources.



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Case Study Two: ARELEN

- Cardiff Met used its established international network of partners in the MENA region to develop the first **ARab European LEadership Network in Higher Education**
- Connects HE leaders from across the region to address issues and resolutions from their perspective.
- Provides training and capacity building for partners across the MENA region and beyond.



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Concluding Comments

Small opportunities can act as a spring board to significant outcomes, action creates momentum.

Recognise your strengths and unique selling points.

Collaborate for mutual gain.

Appraise the actions of others and develop an approach that reflects your own organisational and cultural context.



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Thank you.



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