



# New Opportunities for International Partnerships

Leveraging Pandemic Disruptions to Expand  
International Academic and Research Collaborations

# Meet the International Partnerships Research Team



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## Connect with EAB



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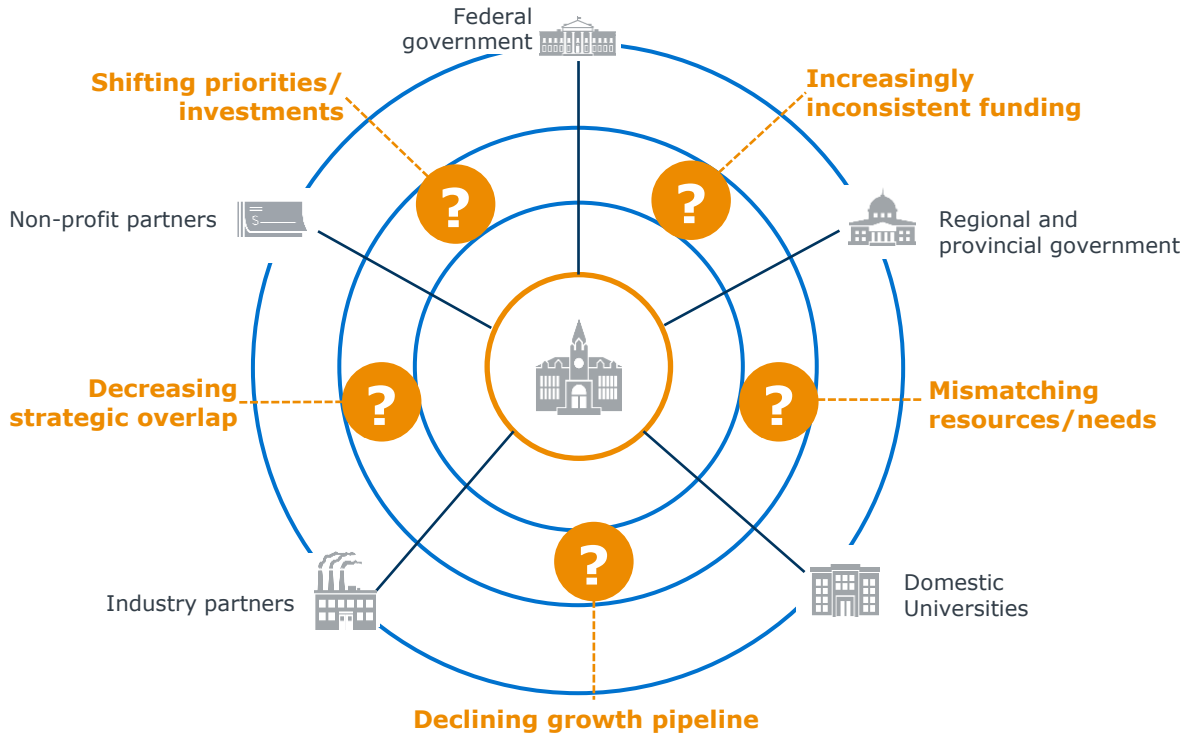
# Challenges to Establishing International Partnerships

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# Where Do We Go From Here?

## Pandemic Accelerated Disruption of Domestic Partnership Avenues



# The Promise (and Perils) of International Partnerships 5

Once a No-Brainer, Now a Serious Debate about Value and ROI



## Lacking Tools, Not Materials

“Our students and faculty come from around the world; our researchers have connections at institutions in almost every region. What we lack is a **strategy to leverage that talent and those resources effectively**. If we can encourage more thoughtful international partnerships, we know we can see gains across the university.”

*AVP, Global Research Engagement*

## Factors Discouraging International Engagements



Uncertainty of Mutually-Beneficial Outcomes



Risks to Institutional Finances and Brand



Compliance and Administrative Burden



Foreign Interference and Cybersecurity

# International Tensions, Local Implications

## How Global Political Strife Trickles (or Falls) Down to Universities



### Immigration and Talent

**Chinese Immigration and Visitor Visa Applications to US and Canada Plunge**



### Trade/Economic Competitiveness

**As US and China Lock Horns in Worsening Trade Battle, Canadian Business Investment Feels the Fallout**



### National Security and Defense

**Rising Tensions Between The U.S. and China Go Beyond Trade Dispute**



### Global Partnerships

**Science Suffers Collateral Damage as US-China Tensions Rise**



## University Impact

- Negative environment for international students
- Suspicion of non-citizen faculty
- Declining international enrollment
- Loss of current talent and shrinking new talent pipelines

- National priorities shift toward protectionism, away from open sharing
- Local communities feel the impact, decreasing university investments
- Greater expectations that universities pick up the slack of lagging innovation support

- Removing non-citizens from sensitive research
- Stronger security measures around access and information
- Restrictions on funding and research activities for non-citizens
- More aggressive pursuit and stronger penalties for malfeasances

- Increasing “us versus them” mentality leads to divisions
- Countries and regions taking cues from US and China, focusing resources internally
- Diminishes international collaborations over time

# Research Implications of Foreign Interference

## Research Caught in the Middle of a Geopolitical Conflict



### Loss of Top Talent (Intentional or Not)

The ripple effect of faculty investigations and talent acquisition programs is costing us our best and brightest



### Espionage in Sensitive Labs

Investigations continue to expose intentional placement of foreign researchers into restricted spaces



### Direct Influence of Ongoing Research

Foreign governments continue to access research through funding, gifts, and partnerships, often with unwitting faculty



### Cyber Attacks Against Universities

Concentrated, coordinated cyber-attacks by state-sponsored actors are becoming more common and getting better results



### Intellectual Property Theft

Through direct theft or indirect acquisition, foreign agents continue to extract discoveries from universities



### Abdication of Global Leadership

Turning inward to combat specific threats allows rest of the world to continue to invest and excel in R&D without us



# New Opportunities to Pursue Partnerships

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# Where to Start?

## Laying the Groundwork for Impactful Partnerships



### Review Your Portfolio

- Which partnerships have had the largest beneficial impact
- Who at the institution owns partner relationship management
- Where are the gaps between existing partnerships and strategic/research priorities

### Marshal Your Assets



- What services and resources does the university offer to partners
- What policy or procedural barriers inhibit access to these assets
- Is there external funding available to upgrade or expand usability of these assets



### Hone Your Pitch

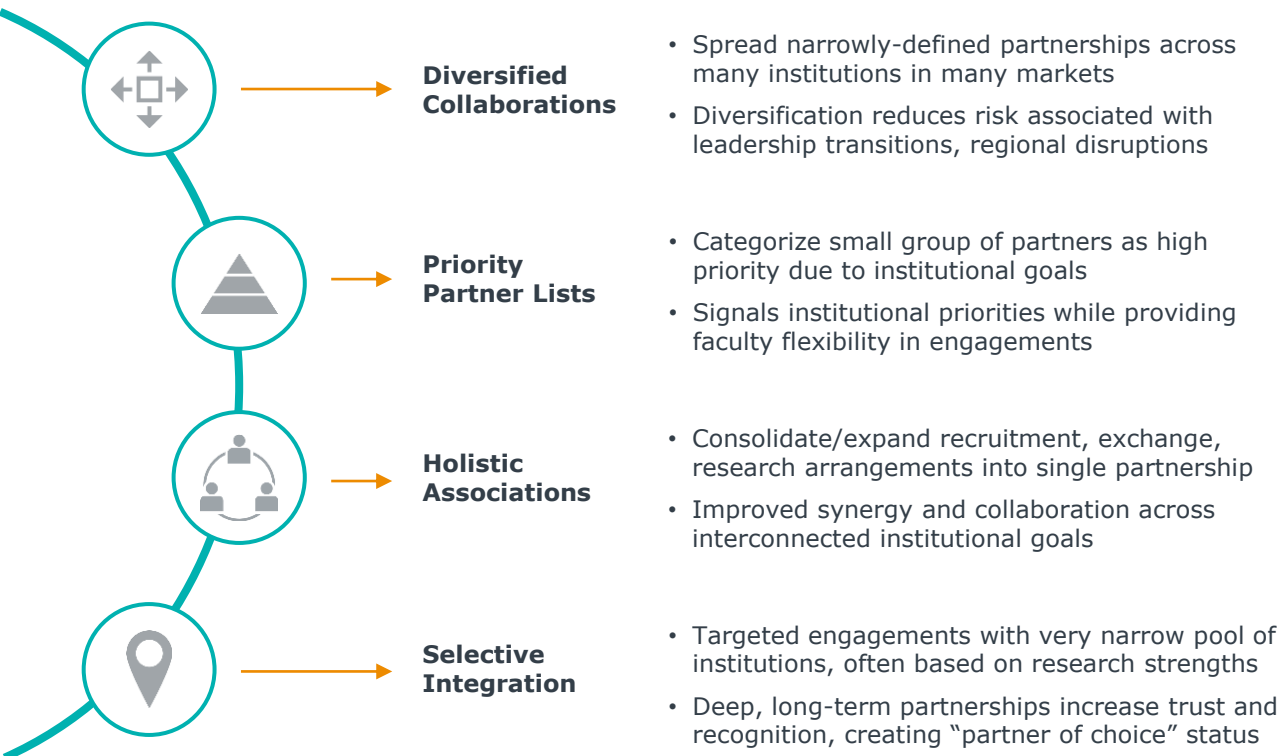
- What unique value does the university bring to a partnership
- How does the institution promote this value to prospective partners
- What value have past partnerships brought international partners

### Measure Your Impact



- What metrics indicate a successful/impactful partnership
- How does the institution collect, share, and analyze these metrics
- What channels does the institution use to promote these metrics to external stakeholders

# Devising an International Portfolio Strategy



# Investing in a Robust Partnership Approach



Early EAB Resources to Improve Partnership Strategy, Branding Forthcoming

## Siloed Partnership Activities Increase Risk, Minimize Impact



Less oversight to protect against information security and reputational risks



Proliferation of partnerships lack institutional-level strategy



Lack of support for stakeholders interested in pursuing international partnerships



### International Strategy Champion

- Three models for creating an international strategy champion at your institution
- Tips to maximize the impact of international partnerships through central support and coordination
- Sample job descriptions from peer institutions

## Improving International Partnership Web Presence

Many websites do not include:

- Institutional principles guiding their international partnership involvement
- Updated institutional or governmental compliance guidance
- Information presented in an accessible, appealing, user-friendly format



### Global Partnership Web Audit

- Self-guided set of short website evaluations to improve partnership content, accessibility
- Insights derived from 40+ partnership websites around the globe that drive significant traffic
- Tailored resources and examples provided based to ensure strong website



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