



EAB

How to Create an Internationalization and Global Partnerships Strategy

Meet the International Partnerships Research Team



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International Partnerships in Transition

Global Partnerships No Longer “Nice to Have”

Competition, Resource Constraints Driving Need for Collaboration



Emerging Institutions on the Rise

55% of institutions in emerging economies improved or maintained THE ranking from 2020 to 2021



Biden Administration Resets Perceptions

67% of international students more likely to study in US since 2020 election



Tightening Budgets

Pandemic estimated to have cost US institutions about **28%** of total operating budgets in 2020



First Movers Lock-in Relationships

Institutions seeking “preferred status” with particular regions, universities

Was There Even an Impact?

Global Partnerships Surprisingly Resilient Throughout COVID-19 Pandemic

PAINS

International travel halted; study abroad cancelled, recruitment slowed



Research conferences postponed; human trials restricted



Pandemic response and financial planning consume strategic efforts



GAINS



Rapid expansion of virtual instruction and experiences; “digital campus”



Research collaboration moves online; medical, technology projects grow



Knowledge sharing, emergency response deepens ties across campuses

Not Slowing Us Down

“We were pleasantly surprised to establish four new partnerships since the pandemic began, all started with virtual conversations and engagements.”

*Director of Global Engagement
Research University, United Kingdom*



The Changing Idea of a Partnership

Pandemic Provides Motivation, Cover to Speed Up Partnership Transformation

The Transition from “Yesterday’s Partnerships” to “Partnerships of Tomorrow”

YESTERDAY ▶

TODAY ▶

TOMORROW ▶



Historic Partnerships

- One-off
- Faculty-led
- Little central involvement
- Siloed
- MOU-driven
- Unmonitored
- Transactional
- Supplemental

Pandemic as Accelerant

1

Revisit and revise strategy given changing global conditions

2

Innovate and deploy new models of collaborations, engagements

3

Sunset and discontinue unviable partnerships, commitments



Future Partnerships

- Integrated
- Strategic
- Highly-coordinated
- Multi-silo
- Targeted
- Long-term
- Essential
- Evaluated

Not Getting Simpler from Here

Global Engagements Face A Plethora of Pressures that Undermine Success

Common Barriers to Successful International Partnerships



Leadership
instability



Inability to
evaluate success



Misalignment
with mission



Inconsistent
funding



Coordination
challenges



Cultural
differences



Lack
of trust



Disconnect from
institutional
strengths



Reputational
ramification



Regulations and
governmental
oversight



Lack of program
advocates

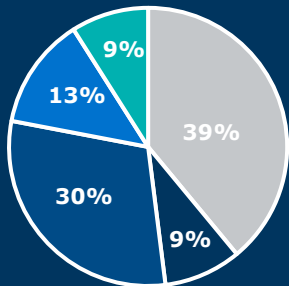


Activities happen
within silos

A Global Reach:

Perspectives from Around the World

Geographic Distribution of Research Calls



■ USA
■ UK/Europe
■ Other
■ Canada
■ AUS/NZ

46 institutions

14 countries

Leaders from Across the University

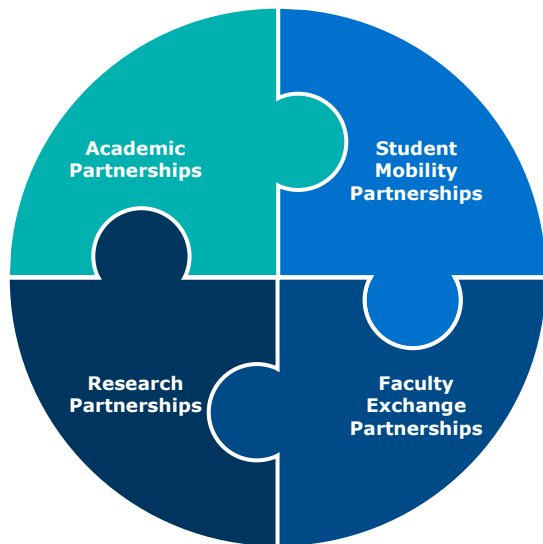
- Vice President for Global Relations
- Vice President for Research
- Associate Vice Provost for Global Affairs



The Sum is Greater than the Parts

9

Benefits to Other Collaborations Provided by Partnership Types



- **Academic Partnerships create...**
 - Administrative familiarity
 - Faculty connections
- **Student Mobility Partnerships create...**
 - Student quality reputation
 - Word-of-mouth marketing
- **Faculty Exchange Partnerships create...**
 - Institutional culture understanding
 - Multi-level relationships
- **Research Partnerships create...**
 - Deep, regular collaboration
 - Marketable research outcomes

Increased Trust



Deeper Collaboration



Greater Sustainability



Creating an Internationalization and Global Partnerships Strategy



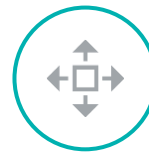
Cultivate an International Partnership Portfolio

- Empower an international strategy champion
- Craft a university-wide partnership plan
- Cultivate institutional strengths and branding



Empower Faculty and Unit Leaders to Make Smarter Partnership Decisions

- Incent international activities
- Educate faculty on collaboration risks and pitfalls
- Reduce friction in faculty-led engagements



Identify New Partnership Opportunities and Expansions

- Break into new markets
- Grow existing partnerships into multi-functional collaborations
- Evaluate and communicate return on investment

Regional Difference Trends in International Activity

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Canada

- Mission-driven international strategies
- Centralized, international-focused faculty and staff
- Less restrictive government oversight
- Strength in medical sciences

Europe & United Kingdom

- Defined international strategies
- Centralized, international-focused faculty and staff
- Governmental oversight varies by country
- Growing desire for interdisciplinary partnerships

United States

- Individual faculty engagements most common
- Decentralized, international-focused faculty and staff
- Increased US government scrutiny
- Extensive domestic research funding

Australia & New Zealand

- International footprint driven by faculty connections
- Centralized, international-focused faculty and staff
- Increased Australian government scrutiny
- Internationally-friendly promotion and tenure policies



Cultivate an International Partnership Portfolio

The Need for an Institutional Partnership Strategy

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Centralized Coordination Ensures Continuity, Alignment, Efficiency

Without Central Strategy



Partnerships ends with departure or retirement of single faculty member



Leaders unaware of existing collaborations, limiting view on potential growth



Partnerships misaligned with institutional strengths or goals



Logistical obstacles stymie promising opportunities



With Central Strategy



University leadership maintains partnership continuity during change



Transparency into existing partnership unearths opportunities for easy expansion, cooperation



Limited resources focused on partnerships with greatest impact to campus



Specialization reduces administrative burdens, encouraging growth

Three Pillars of Partnership Strategy



Ownership



Person and/or office dedicated to developing partnerships, supporting faculty engagements, and guiding campus-wide efforts

Portfolio



Guiding principles to prioritize partnership investment and ensure partnership successes

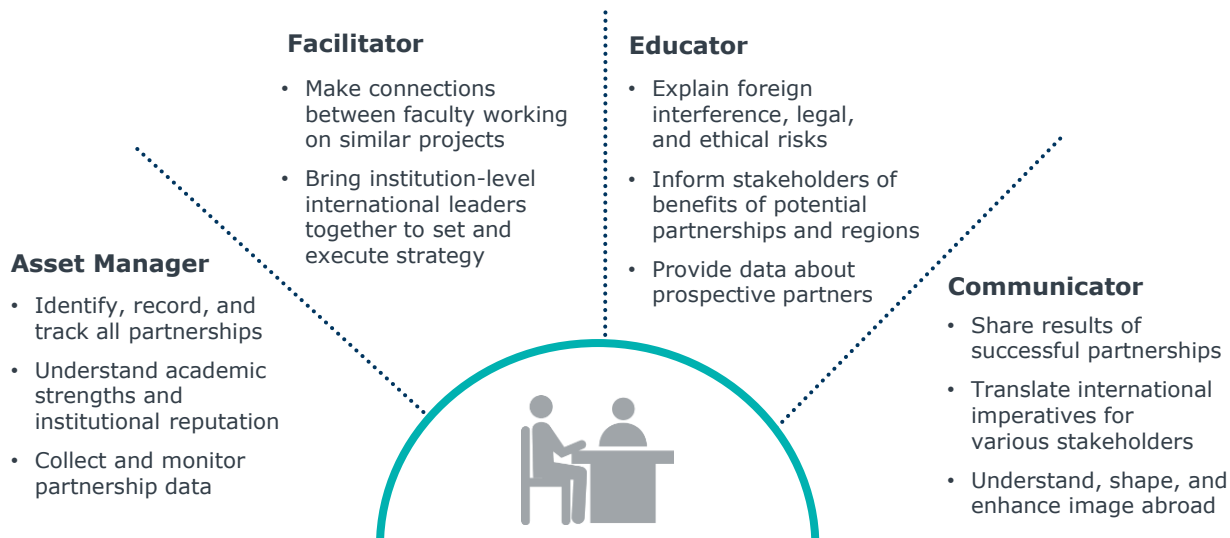
Branding



External marketing to attract partners and encourage engagement

An Advocate for International Engagement

Four Key Responsibilities to Drive Success



“In the past, the agreements we signed did not progress due to lack of ownership/sponsorship at our partner institution. Past agreements that once showed little progress and most of our new ones are moving forward because of our work to get buy-in from specific people at partner institutions.”

*Meena Saxena, Director of International Linkages
NMIMS*

Three Models to Drive International Strategy



1

Embedded within Units

Position
Location

- Champion integrated in each unit and coordinates international activities for respective unit

Coordination
Responsibilities

- Champions work together to drive institution-level goals for internationalization

Model
Advantages

- Requires fewer resources and buy-in than executive-level position
- Allows for increased focus on international activity in given units

2

Coordinates Across Units

- Supports, but does not directly oversee, broad portfolio of international activities

- Coordinates efforts between various units and convenes leaders to promote collaboration

- Able to focus efforts on strategy rather than time-consuming operations
- Possesses broad outlook on institutional strategy

3

Directly Oversees International Activities

- Oversees majority of international activities, including operational and strategic activities

- Manages a dedicated unit with staff that execute international activities

- Possesses authority to design and hold international engagements accountable
- Manages international partnerships resources directly to incentivize certain outcomes

Insights from Early Adopters



Four Lessons Learned from Seasoned International Champions



Hire a champion with administrative experience

- Look for administrative as well as academic qualifications
- Examples include running a campus international unit or serving as international dean



Set your champion up with the tools for success

- Give champions a title and access that provides them authority and credibility
- Compile data and context on the state of existing partnerships for champion to get quick start



Create a structure that easily interfaces with partner institutions

- Understand how partner institutions structure their international office
- Create parallel structures that can easily work with partner institution offices

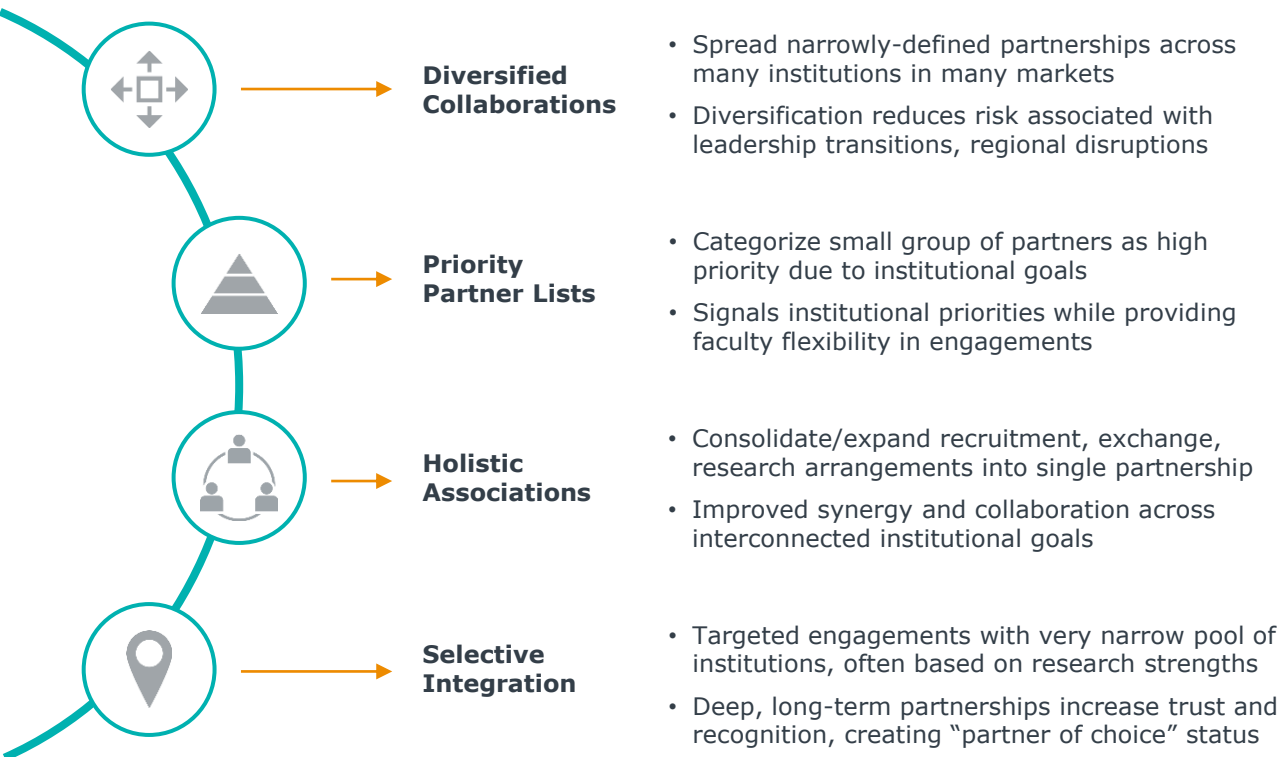


Collect forward-looking metrics to understand partnership performance

- Track data including mutual students exchanged, grants applied for, and new collaborations formed as result of original partnership
- Include qualitative factors that highlight partner reliability

Access the International Strategy Champion infographic [here](#) to learn more.

Devising an International Portfolio Strategy



Building a Partnership Pyramid

Monash's Global Office Modifies Support Based on Portfolio Layer

Monash University's Pyramid Partnership Portfolio



Branch Campuses



- Targeted research and geopolitical interests
- Guided by centralized international strategy

Networks of Excellence



- Institution to institution(s) agreements around key capability clusters
- Driven by disciplinary, topical interest, and institutional alignment

One-to-One Academic Collaborations



- Supports top layers
- Staff help facilitate collaborations

50

Full-time staff dedicated to internationalization



5

International Campuses



100+

Partners in North America, UK, New Zealand, and Asia Pacific region



Maintaining Flexibly Across Evolving Engagements

20

Alberta Shifts Partnerships Across Priority Tiers Based on Evolving Goals

The University of Alberta's Spectrum Partnership Portfolio



Priority Partners



- Multi-level, institutional collaboration
- Possibility to shift over time
- Centralized identification of strategic value

Goal-Accomplishing Partners



- Formalized institutional collaboration
- Complementary disciplinary area
- Opportunity to become priority partner

Ad-hoc Engagements



- Often individual faculty agreements
- Organic development from bottom-up
- Centralized support without identification



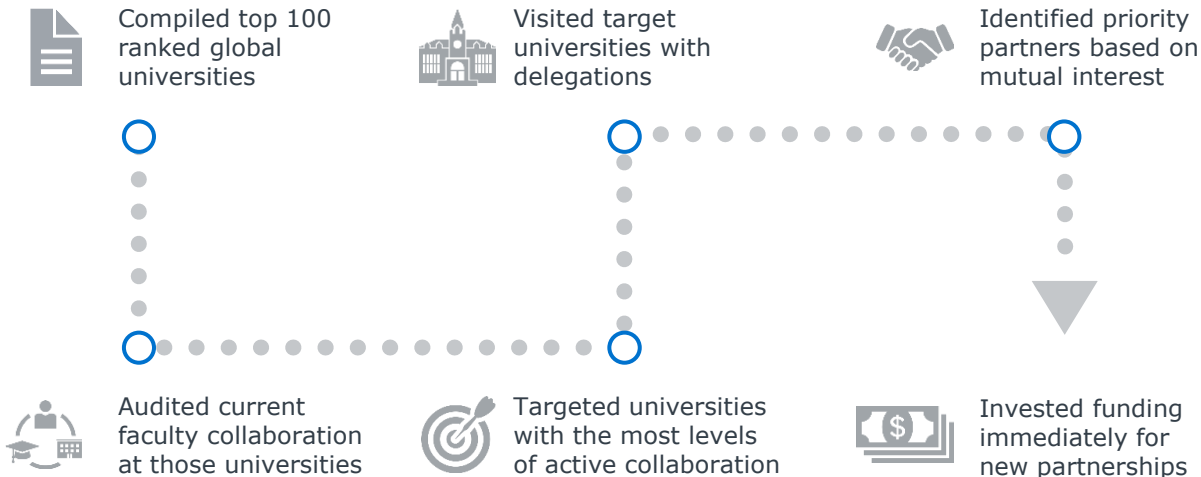
Scoring System and Chart Mobility

Alberta's scoring matrix uses quantitative data points resulting in a partnership score out of 24. The quantitative score and qualitative information are used to assess partnership strength. A successful goal-accomplishing partner could potentially reach the status of priority partner.

Crafting a Map to Expanded Collaborations

Sydney's Partnership Portfolio Builds on Top of Existing Engagements

The University of Sydney's Prioritization Process



Your Reputation Proceeds You

International Branding Essential for Early Partnership Conversations

“

For me, the partnership was a no-brainer. We had complementary disciplinary strengths and great student interest. However, when I went to the faculty, they scoffed, saying, 'Aren't they just a basketball school?' They didn't realize what else the partner had to offer.”

*Head of Global Affairs,
English Research University*

Benefits of Robust International Branding



Attract best-fit partners



Showcase expertise



Indicate commitment



Debunk misconceptions

Key Components to Successful Web Branding

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Emory University Screenshot



Other Example Webpages


INDIANA UNIVERSITY
[IU Global](#)

- Registry of agreements
- Partnership proposal option


UC DAVIS
UNIVERSITY OF CALIFORNIA
[Global Affairs](#)

- Seed funding application info
- Global connections database


THE UNIVERSITY OF SYDNEY
[Global Engagement](#)

- Partnership impact statistics
- Official visit request form

Use **EAB's International Partnerships Website Audit** to improve your international web presence with examples by topic area.





Empower Faculty and Unit Leaders to Make Smarter Partnership Decisions

The 80-20 of International Partnerships

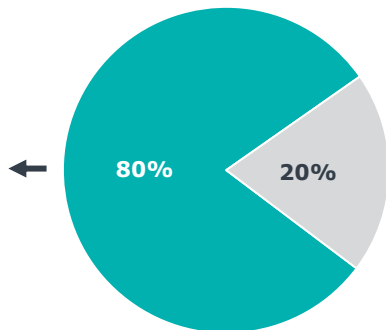
Faculty-Driven Collaborations Form the Base of International Strategy

Faculty-Driven Partnerships

- Majority of international collaborations
- Initiated with narrow objectives and timeframe
- May require approval from departmental chair, college dean

Role of Executive Leadership

- Educate faculty on potential risks and pitfalls
- Steer parties to reliable, impactful partners
- Reduce administrative and logistical friction



Demonstrative Distribution of Faculty-Driven and Institutionally-Led Partnerships

Barriers to Faculty-Driven International Engagement

- ❌ Lack of intel on available opportunities
- ❌ Perception of lesser or lower importance
- ❌ Legal and administrative hurdles
- ❌ Few internal funds for collaboration upstart
- ❌ Little external funding to continue initiatives

Paving the Way for Smoother Partnerships



Educate and Include Faculty on International Plans

Generate greater buy-in by including faculty from the very beginning in international strategy.



Reduce Administrative Burdens on Engagement

Handle administrative tasks with a central office to allow faculty to focus on their partnership activities.



Incentivize Faculty Involvement in International Activity

Motivate faculty by attainable seed funding contests while also aligning their activity to institutional goals.

Faculty Knowledge and Involvement

The Invisible Hand: Generate Buy-In with Helpful Information

Intelligence Gathering

Proactively Provide Faculty with...



Existing institutional partnership activity



Profiles of potential collaborators



Existing contacts from current partner interactions



Institutional guidance on preferred potential partners

Global Office

Strategy Inclusion

Obtain Faculty Feedback on...



Disciplinary preference



Potential partner institution preference



Potential partner geography preference



Internationalization planning

Removing Barriers, Perceived and Otherwise

Opportunities to Reduce Administrative Burden on Faculty



Boiling the Ocean

The International Office at **Monash University** provides faculty with reports on regions and prospective partners with strong alignments



Upskilling Alumni and Staff

Training alumni and staff to complete certain admin tasks on the ground with partners reduces the demands on faculty participants



Legal One-Stop-Shop

A dedicated webpage that contains instructions for legal requirements of international partnerships can reduce faculty search time



At the Table from the Start

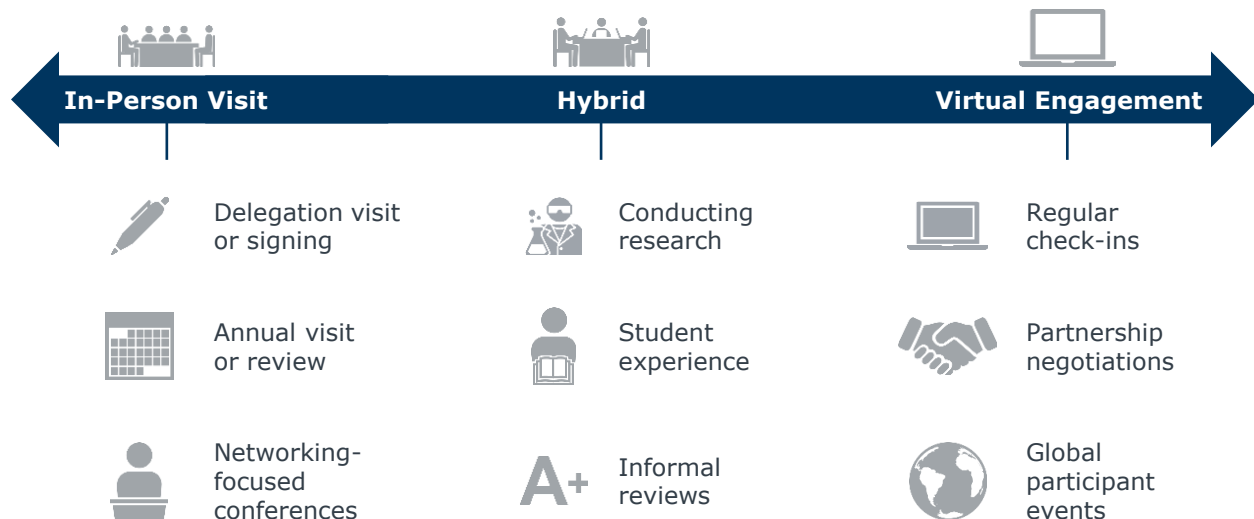
Including faculty in the development of international strategic plans helps build a bench of early champions

Planes, Trains, and Teleconferences?

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Pandemic Reveals Cost Reduction Opportunities by Adopting Virtual Tools

Spectrum of International Partnership Interactions



Know Before You Go:

- Trip length
- Estimated impact
- Anticipated attendees
- Interaction history
- Trip expense
- Virtual alternatives
- Reputational risks
- Long-term goals

Sowing the Seed, Reaping the Rewards

Deploying Distinct Seed Funding Models to Launch Promising Partnerships



KU Leuven's Equal Investment from Partner

Key Components

- Seed funding pools exist for priority partners
- Partner must be willing to match funding
- Each funding pool has partnership-specific requirements
- Partner shares vision for post-project external funding applications



Read more about [Priority Partnership Calls](#) for seed funding.



Queen's Faculty Alignment with International Priorities

Key Components

- Owned by Research Development office
- Internal competitions for small grants
- Research Development strategically allocates funds to guide faculty activity
- Awards granted to projects aligned with UN Sustainable Development goals



Read more about [The Engaged Research Seed Fund](#).



UC Davis's Individual Department Motivation

Key Components

- Requires departmental Deans to match Global Affairs funding
- Awarded to projects with high community impact
- Goal to establish long-term relationships
- \$3.5M in seed grants generated more than \$40M in external funding



Read more about the [Global Affairs Seed Grants](#) for International Activities.



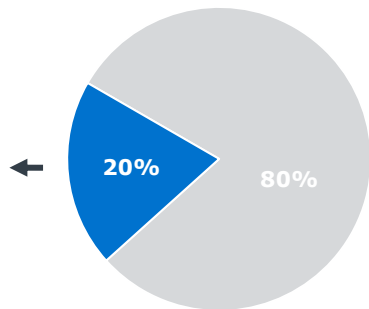
Identify New Partnership Opportunities and Expansions

The 20-80 of International Partnerships

While Smaller Pool, Institutionally-Led Partnerships Have Oversized Impact

Institutionally-Led Partnerships

- Limited to largest and most impactful engagements
- Cultivated with expansion, longevity, and university-wide impact in mind
- Senior leadership oversight and sign-off necessary



*Demonstrative Distribution of
Faculty-Driven and
Institutionally-Led Partnerships*

Role of Executive Leadership

- Scope new markets and promising expansions
- Develop and manage partnerships directly
- Evaluate and communicate return on investment

Barriers to Institutionally-Led International Engagement



Difficult to identify strategic partners



Existing partnerships difficult to scale



Expensive to sustain over time



Tough to balance elite and regional interests



Difficult to coordinate variety of stakeholders



Current assessment processes insufficient

Getting Institutional-Level Partnerships Right



Picking the Right Partners

“How can our institution identify the best-fit partners and then approach them to collaborate?”



Expanding the Right Collaborations

“How can we expand and combine our existing engagements into a single agreement?”



Tracking the Right Metrics

“How can we ensure our partnerships are bearing fruit given the investment made in them?”

Using EAB's Go-To-Market Tactics

Complete short survey to access curated identification or approach tactics

Sample Excerpt of Identification Tactics

1	2	3	4	
Tactic	Achieve Breadth or Depth	Partnership Growth Area(s)	Description	Key Component
Use Faculty Research Foothold	Enter New Market	Research, Academic, Study Abroad, Faculty	Use faculty research strongholds and agreements as a proxy for existing partnership investment. Research agreements are often the most labor-intensive and complex collaborations between international partners (involving faculty, compliance, legal, and financial stakeholders). Therefore, existing research collaborations can reduce your administrative and financial burden of expanded partnerships. As well, faculty familiarity and established trust can lead to quicker partnership executions and ease concerns with compliance. Consider research strengths and academic programming goals when using this tactic.	Research Strength Alignment
Follow a Peer's Footsteps	Enter New Market	Research, Academic, Study Abroad, Faculty	Identify a peer institution's successful partnerships in a region to find experienced and willing partners. Identifying a potential partner with this strategy gives insight into potential synergies with your own institution, and may help to alleviate potential concerns about mistrust and administrative barriers that frequently arise. This tactic is most beneficial when entering new markets or regions. Consider your specific partnership goals when identifying a potential partner to avoid overlap with the areas of strength already promulgated by your peer institution.	Peer with Successful International Partnerships

- 1 Achieve Breadth or Depth**
This tactic is best suited to either:
- Enter new markets
 - Deepen existing ties

- 2 Partnership Growth Area(s)**
Growth area the tactic is best-suited to operate for (e.g., research, academic, study abroad)

- 3 Description**
Further considerations and brief implementation guidance for each identification or approach strategies

- 4 Key Component**
Useful assets and/or prerequisites (e.g., complementary academic portfolio) to tactic implementation




















Use [EAB's Go-To-Market Tactics](#) to identify and approach your next international partner.

Identifying Right-Fit Partners

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EAB's Go-to-Market Tactic Library

-  Use Faculty Research Foothold
-  Use Student Recruitment Foothold
-  Leverage Transnational Education
-  Follow a Peer's Footsteps
-  Search for Economically Developing Regions
-  Lead with Student Quality and Interests
-  Consider PhD Candidate Placements
-  Shoot for the Stars
-  Pitch Economic Development Opportunities
-  Start with a Neighbor
-  Leverage Diplomatic Network
-  Pitch your Top Academic Disciplines
-  Check Existing Associations
-  Find a Complementary Academic Portfolio
-  Distribute PhD Candidates
-  Mimic a Peer
-  Lead with Research

EAB's Go-To-Market Tactics By the Numbers

17

Existing tactics

45+

Example institutions
deploying these tactics

- Identification
- Approach

Emulating Success for Deeper Partnerships

EAB's Successful Partnerships Case Study Library

Case Study Information



Factors contributing to partnership expansion



Upfront investments



Current areas of collaboration



Impact results



Quick Facts

4

Case studies

8

Institutions

5

Countries

5

Continents

Profiled Institutions



University of Denver – University of Western Australia

Areas of Collaboration



Faculty
exchange



Study
abroad



Transnational
education
programs

“

“The strength of our partnership with the University of Denver is based on the strong and trustworthy relationships between key stakeholders and various layers of collaboration. This demonstrates the importance of multiple touchpoints, in addition to Presidential commitment”

Tayyeb Shah, Deputy Vice-Chancellor (Global Partnerships)
The University of Western Australia

”

Historical Relationship



- Study abroad and student mobility programs dating back to the 2000's

Factors Contributing to Partnership Expansion



- Senior leadership delegation visit
- Complementary geographies, industry ties, and academic programs

Strategic Partnership Initiated



- Strategic partnership implemented in 2017-2018

Upfront Investment



- Senior leadership commitment from both universities
- Financial commitment from DU¹ to support development of collaborative projects

1) University of Denver

University of Denver – University of Western Australia (cont.)



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Measuring Impact



67

Faculty and staff collaborators between the two institutions



36

Ongoing projects as of April 2021



16

DU¹ students studied abroad at UWA² between 2016 and 2019



19

Grants awarded by DU for projects in partnership with UWA

“

I measure success when the partnership is embedded organically throughout the international activities of the university. That is to say, when an academic department is interested in engaging internationally more generally or more specifically in the Indo-Pacific region, UWA is the first place they go to explore possibilities.”

Levi Lindsey, Director of Strategic Partnerships
University of Denver

Institutional Characteristics

Location: Denver, CO, USA

Enrollment: 13,000 students

Time zone: Mountain Time (UTC -7)



UNIVERSITY of
DENVER

Location: Perth, Australia

Enrollment: 24,000 students

Time zone: Australia Western Time (UTC +8)



THE UNIVERSITY of
WESTERN
AUSTRALIA

Source: University of Denver, Denver, CO; The University of Western Australia, Perth, Australia; EAB interviews and analysis.

Failure to Demonstrate Value Threatens Leadership Commitment...



...While Demonstrated Success Helps Guide Partnership Development

“

Institutions need to develop KPIs and scorecards that quantify the value of international partnerships otherwise the President will get hijacked by the finance department.”

*Director of Global Engagement
UK Research Institution*

“

We monitor and evaluate our priority partnerships to understand the value brought to our institution. As partnerships progress, we expect to see their evaluation score increase as collaboration increases.”

*John Bell, International Research Officer
University of Alberta*

Areas to Measure Success



Financial
Gain



Research
Benefits



Student
Opportunities



Reputational
Enhancement

Measuring What You Manage

Categories of International Partnership Measures of Success

Partnership Type

Financial Metrics

Non-Financial Metrics



Mobility

- Tuition and fee revenue from transnational education
- Tax revenue of inbound, retained international talent

- Number of student, faculty, and staff participants
- Efficiency and retention of cross-trained staff



Academic

- Funding match revenue from partner institutions
- Add-on funding from external participating organisations

- Increased breadth of access to complementary programming
- Improvement in international disciplinary rankings



Research

- Funding match revenue from partner institutions
- Add-on funding from external participating organisations

- Increased expertise capacity through joint research
- Improvement in international research rankings

Use Data to Inform the Entire Partnership Life Cycle

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Identification and Approach

- Built comprehensive data set for the top 200 institutions
- Compiled data on current collaborations, collaboration success, and discipline strengths
- Use data to understand Monash's strengths and identify prospective partners
- Craft personalized proposals for prospective partners using the data



Planning and Evaluation

- Created six pillars to evaluate internationalization
- Each pillar includes a specific set of metrics for evaluation
- Created an internationalization plan for each Faculty based on metrics
- Use the metrics to understand partnership performance



Sample Evaluation Metrics

- ☒ Number of citations
- ☐ Number of external agencies involved in a research or development project
- ☐ Number of faculty that do research and scholarship leaves abroad
- ☐ Number of patents
- ☐ Number of people impacted by development research and projects
- ☐ Number of research publications
- ☐ Number of students and faculty engaged in international development projects
- ☐ Number of students with an international learning experience
- ☐ Research dollars

Thanks and Next Steps



Resources Available Now

- [Go-To-Market Tactics for International Partnerships](#)
- [Evaluate the Effectiveness of Your International Partnership Web Presence](#)
- [How to Create an International Strategy Champion](#)
- [New Opportunities for International Partnerships](#)
- [Case Studies of Integrated International Collaborations](#)



Future Roundtables on Related Topics

Cultivate an International Partnership Portfolio

- May 5th, 12-1pm Eastern

Empower Faculty and Unit Leaders to Make Smarter Partnership Decisions

- May 12th, 12-1pm Eastern

Identify New Partnership Opportunities and Expansions

- May 19th, 12-1pm Eastern (re-run)

Don't hesitate to reach out with any questions or comments!



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