

A faint, light gray silhouette of a world map serves as the background for the central text.

Gateways, Branch Campuses, and Partnerships: Globally Committed Public Research Universities

Organized and moderated by

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Associate Provost, Global Strategies and International Affairs

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Setting the Context

Bailian Li, Vice Provost for International Affairs

North Carolina State University

From partners to rental SA space to branch campus



William Lacy, Vice Provost, University

Outreach and International Programs

University of California, Davis

Strong partnerships in multiple locations of varied type



Dieter Wanner, Associate Provost for Global

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Globalization and Gateways



With the insights from more discussants

Jeffrey Riedinger, Dean, International Studies
and Programs
Michigan State University



Lawrence Feick, Senior Director of International Programs
University of Pittsburgh



William I. Brustein, Vice Provost of Global
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The Ohio State University



Context

Motivation for reaching *extra muros*

Gaining momentum and backing

Integrating physical outreach with academic mission

Contributing to the solution of global issues

Choosing partnerships

Working together



William B. Lacy, Vice Provost

University Outreach and International Programs
University of California, Davis

Strong partnerships in multiple locations of varied type

UC DAVIS

UNIVERSITY OUTREACH AND INTERNATIONAL PROGRAMS



International Partnerships for Collaborative Education, Research and Outreach

Association of International Education Administrators

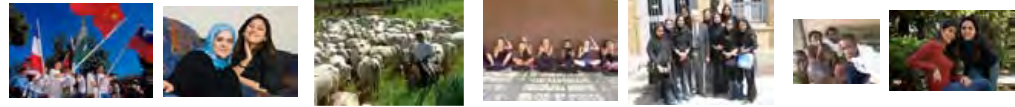
William B. Lacy

February 2011



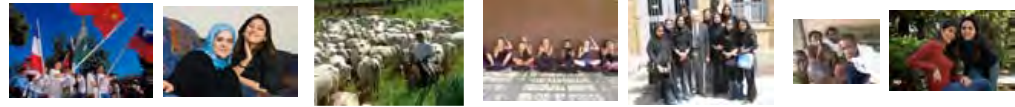
Issues

- Rationale for developing international partnerships
- Context for the partnership
- Building partnerships
- Types of partnerships
- Potential Challenges



Why Develop International Partnerships

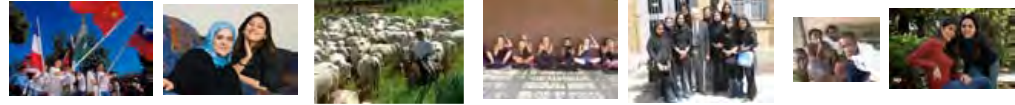
- Strengthens students' education & prepares them to live in a global economy & a multicultural world
- Enhances the quality of research
- Enables the extension and application of knowledge to address global needs
- Potentially generates new revenues (tuition, research funding)
- Encourages mutual understanding and respect among students, faculty & staff of partner institutions
- Helps promote peaceful solutions for international issues and conflicts.



Context for International Partnerships

- Culture, politics and economy of partner countries
- Organization and structure of higher education in the partner countries and states, prefectures or provinces
- Institutional context
 - Mission, vision and goals
 - Academic quality
 - Strengths and weaknesses
 - Value placed on internationalization
 - Existing partnerships
 - Language requirements





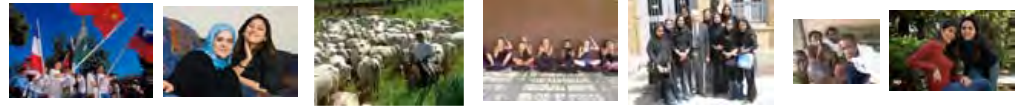
Building International Partnerships

- Specify rationale for partnerships (goals, strategy, priorities, regions of world, subject matter, etc.)
- Create policies and procedures
- Identify appropriate leadership (e.g. faculty, administrators)
- Determine degree of institutional commitment to the partnership
- Standardize general agreements (MOU, AOC)
- Develop active working agreements (delineate goals, activities, responsibilities, resource implications, budget)
- Require regular progress reports
- Establish procedures for renewal/sunset



Types of Partnerships

- Student and faculty exchanges
- Joint or dual degrees
- Collaborative research
- Faculty development activities (workshops, conferences)
- Faculty affiliate status
- Local and national development cooperation
- Administrative exchange
- Branch campuses
- International multi-institutional networks



Potential Issues

- Educational quality and standards
- Student and faculty expectations and customs
- Language and cultural differences
- Level of commitment of both parties
- Resource commitments
- Issues of academic freedom
- Health and safety issues
- Legal issues (e.g. legal liability, intellectual property, employment issues)
- Shifting priorities and goals





Bailian Li

Vice Provost for International Affairs
North Carolina State University

From partners to rental Study Abroad space to
branch campus

Effective Partnerships – NC State Experience

NC STATE UNIVERSITY

Bailian Li
Vice Provost

STRATEGIC PARTNERSHIP **for a Research Public University**

Integrate global perspectives
into all aspects of the
University's mission in
teaching, research,
extension, engagement &
economic development



Types of Major Partnerships

- **Virtual Partner Hubs-** work and collaborate closely with strategically selected universities in different countries
- **Physical Centers**– rental space for university’s study abroad centers for semesters or academic years
- **Branch Campus-** physical campus for offering NC State degrees

Major Partnership- Virtual Hubs/Centers



Most cost effective programs

- More & sustainable study abroad programs
- Faculty exchange/appointments for research
- Graduate student recruiting & exchanges
- Dual degree or joint academic programs
- Joint regional and international conferences and economic development projects

Physical Center- NC State University Prague Institute



Rental space for study
abroad – over 170
students per year



Challenges of Prague Institute



- Complicated process for leasing approval and use permits
- NC State and university guidelines - strict bureaucracies
- Laws of Czech Republic - ever-changing with EU
- Hire a local law/tax firm to assist with authorities
- Risk management- a firm with US connections for both countries' (and state) laws/regulations
- HR issues- US citizens working there: tax equalization, social security and health insurance
- Visa issues- students stay longer than visiting visa

Branch Campus- **Planning Experience in South Korea**

Academic program planning

Facility and financial planning

Internal/external approvals



State-University Challenges

- Justify for the State of NC & no state-fund can be used for building and operating the campus
- Faculty, department and college buy-in for degrees
- General education requirement challenge
- Faculty hiring, tenure and evaluation
- Internal and external approvals/accreditation
- Revenues- difficult to predict, unknown expenses
- Not sufficient external financial support
- Logistics planning with HR, IT, facilities planning, purchasing, registration/ records
- Cultural, international law and tax issues

Strategic Partnerships

Cost effective and Enhanced Results

- Build strong and long-lasting institutional partnerships
- Promote curriculum integration, joint academic programs
- Engage student/faculty for global exchange, scholarship & economic development

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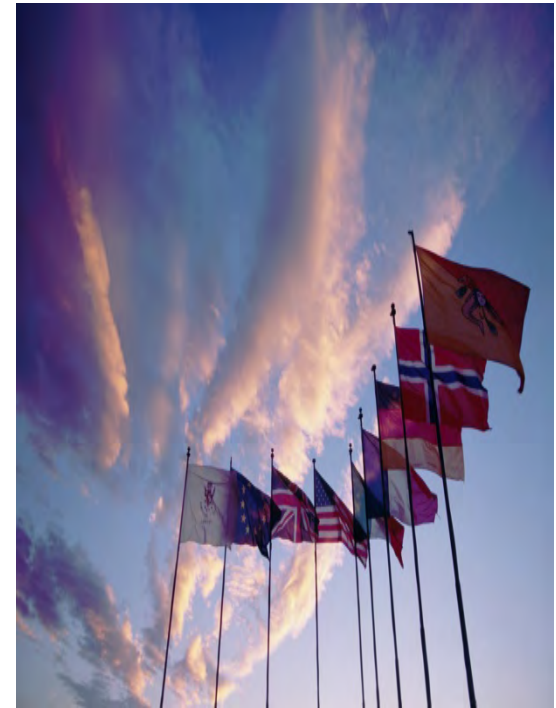
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Globalization and Gateways

Gateways

Multipurpose units

- Education abroad
- Recruitment
- Institutional partnerships
- Research facilitation
- Alumni contacts
- Supporting global business needs



Global Imperative at home and abroad

- Complementarity between Gateway and academic internationalization
- Penetration of international values
- Ohio State Global China Gateway
 - Shanghai since February 2010
 - Full status by Spring 2011
 - Alumni, executive training, contacts



DISCUSSION THEMES

Some Discussion Topics

- Motivation Public institution?
- Types Partner – Special purpose –
Multiple support– Branch campus
- Cooperation Size of issues – Resources –
Legitimacy
- Challenges Non-US Jurisdiction – Starting up –
Revenues (?) and uses – Politics –
Benefits to stakeholders

THANK YOU!

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