

Turkish-American University Partnerships

December 11, 2016

Clare Banks, Assistant Director, International Partnerships & IIE Initiatives

Institute of International Education (IIE)

Agenda

- Group Discussion: Challenges
- Introduction: Why Develop Strategic Linkages?
- Part I: Planning and Organizing
- Part II: Initiating
- Part III: Sustaining and Evaluating
- Wrap-up and Next Steps

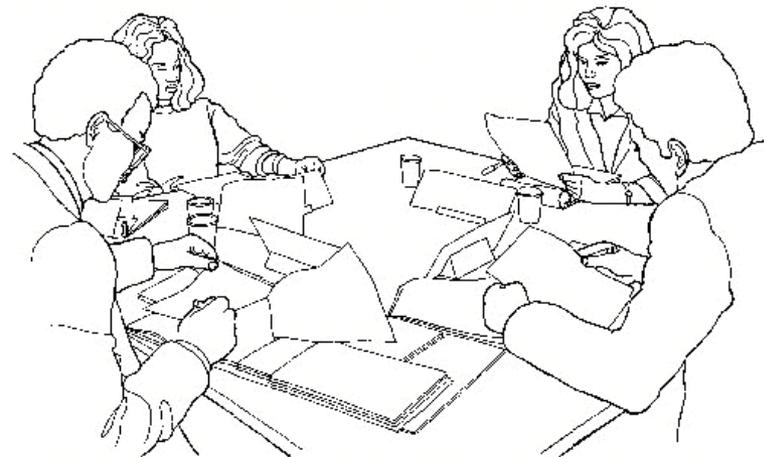
Goals & Objectives

In this one hour, we hope you will have...

- An additional perspective on developing strategic international partnerships
- Exposure to a few individuals' experiences
- A few new ideas, questions, and action steps to take back to your campus
- Some inspiration for ALL institutions to initiate or re-initiate partnerships

Group Discussion

Question: What are some of the challenges you face in developing international partnerships?



Introduction: Why Develop Strategic Linkages?



Internationalization

Institutional Goals

- To advance institutional ranking
- To generate income
- To spread the reach/impact of the institution
- To diversify the student body
- To improve student learning
- To keep research and scholarship cutting edge
- To build/enhance the institution and its programs
- To develop global citizenship for both students & institution
- To tackle global issues

Societal Goals

- To develop a globally competitive and cross-culturally competent workforce
- To advance national diplomacy and security
- To contribute to nation-building
- To develop capacity
- To address problems that are global in scope
- To contribute to international understanding and peace-building
- To advance science and scholarship

The Critical Role of Partnerships

- Provide the international insight and dialogue now essential to effective teaching, research, and applied work
- Shares costs, risks, and resources
- Results in lower transaction costs
- Builds deeper understanding
- Results in new projects neither side could do on its own
- Develops materials & projects tailored to the particular profiles of both partners
- Enables faculty without international knowledge to become involved in international work easily
- Can attract external funding

Partnerships vary by...

Scope

- Faculty-to-faculty
- Student exchange
- One-way student flows
- Department-to-department
- Institution-to-institution
- Multi-national consortium

Function

- Teaching
- Research
- Capacity Building
- Public Diplomacy

Partnership also vary by importance to the institution

- Transactional Partnerships
- Strategic Partnerships
 - sustained and robust linkages with a carefully selected set of institutions
 - advance core goals and mission of the institution
 - have broad and deep impact, engaging faculty, staff, and students across the institution
 - carry great mutual benefit for all partners
 - result from a strategic planning process

Part I: Planning and Organizing Your Institution for Partnerships



Understand your institutional context

- Align with overall strategic plan
- Take stock of current partnership situation
- Identify stakeholders
- Establish policies and procedures
- Develop financial and other support
- Develop effective organizational structures
- Develop international office expertise

Individual Worksheet Exercise

Worksheet Activity #1: Creating a partnership steering committee

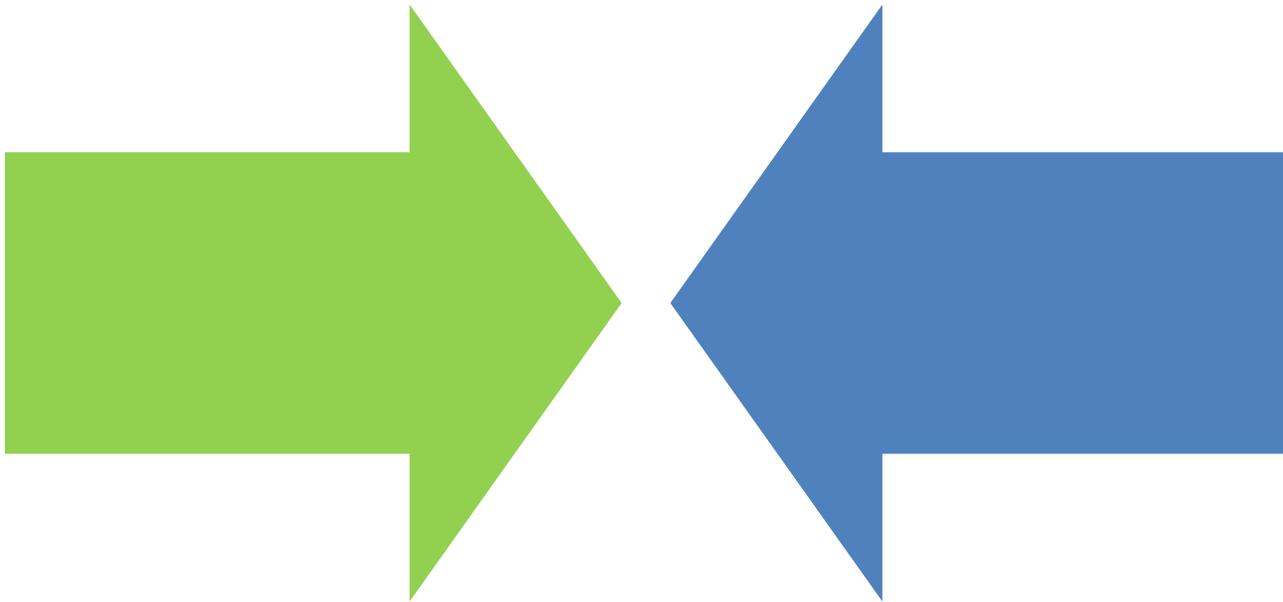
.



Some example stakeholders

- Senior Administrators
- Board of Directors/Trustees
- Enrollment Management/Admissions
- Alumni Relations
- Corporate Relations
- General Counsel
- Graduate College
- Grants & Contracts Office
- Business and Financial Office
- Library
- Student Services
- Council of Deans
- Faculty Senate
- Student Union
- External Advisory Boards
- Curriculum Committee
- Heads of Departments that are highly engaged internationally
- Faculty with international research agendas or collaborations
- International faculty with ongoing ties to countries of origin
- Unit-level Study Abroad or International Offices
- International Alumni Clubs/Champions
- Members of the community
- Corporate partners
- Students
- Registrar
- Athletic department

Part II: Initiating a Partnership



Establishing Criteria

- Institutional Compatibility
- Location
- Quality/Integrity
- Similar values/mission
- Similar research interests
- Previous engagement with Japan
- Size
- Degrees offered
- Accreditations



Broaden your knowledge of possible partners in a particular nation

- Institutions where your faculty, administrators, and students already have significant connections
- Familiarization trips to target countries
- Connections made at conferences and meetings
- Use of alumni to identify and create bridges to potential partners
- Consultations with embassies & government organizations to understand full range of HEIs in a country
- Weighing these possibilities in terms of the criteria you have established in your plan

Get to know the potential partner

- Establish connection between central international offices
- Identify contact person on each side, charged with keeping conversations going
- Discuss what “partnership” means
- Talk about kinds of partnerships you have had and kinds in which you are interested
- Identify areas of mutual interest
- Range broadly over possible activities, narrowing down the list over time
- Discuss what each side can provide in way that addresses inequalities
- Consider the manner in which difficulties and crises will be handled
- Invoke principles of shared decision-making, reciprocity, mutual benefit
 - ✓ Exercise flexibility, adaptability, and openness to change
 - ✓ Acknowledge the importance of relationship-building

Initial Discussions

- Identify “faculty champions” on both sides
- Identify initial disciplines/areas of foci of potential *mutual* benefit
- Introduce faculty/departments in targeted areas to one another for exploratory discussions
- Identify specific collaborative projects worth some initial investment
- Arrange visits by senior campus leadership
- Brand and publicize partnership to internal and external constituents
- Set broad, institutional goals for initial stage of the partnership

Other Considerations

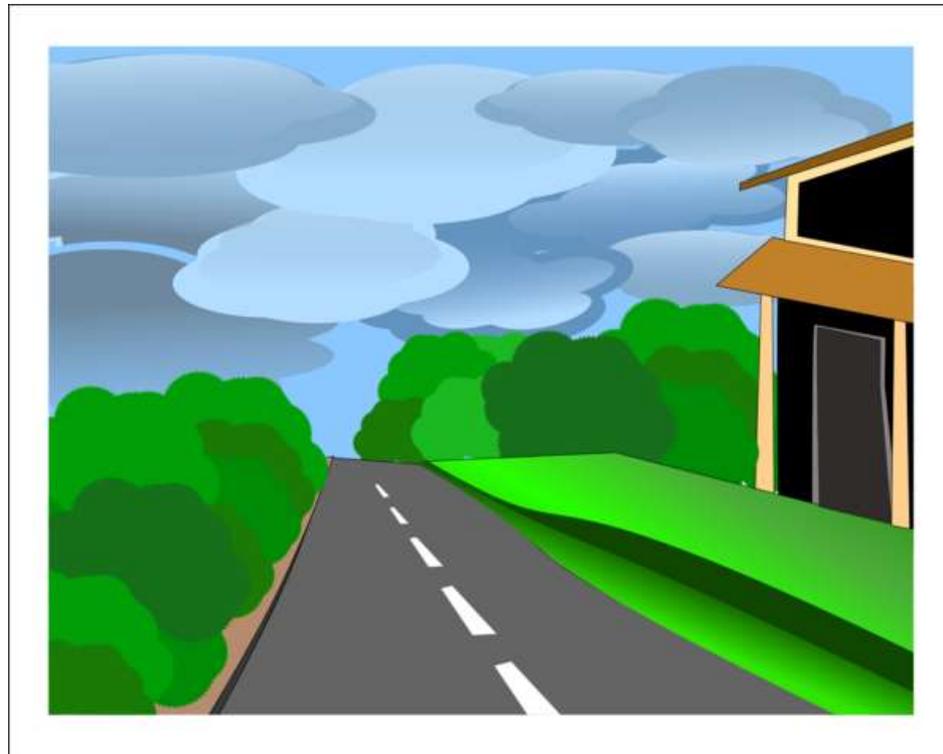
- Secure needed approvals on all sides
- Make sure resources are in place to support the partnership
- Collaboratively draft documents to formalize the partnership
- Publicly Announce and “Brand” the Partnership for broader recognition, both internally and externally

Individual Worksheet Activity

Write down the top five criteria that you feel are particularly important to your institution.

1. _____
2. _____
3. _____
4. _____
5. _____

Part III: Sustaining and Evaluating a Partnership



Sustaining

- Integration with institutional mission and core curricula
- Connections to local communities and businesses
- Development beyond any particular sub-project or individual
- Regular assessment and reworking
- Base-line support by the respective institutions along with the ability to generate new resources and external funding
- Open **communication** that attends to cultural, linguistic, and institutional differences

Key Factors for Evaluation

- **Making sure the process for measuring success is in place at the beginning of the partnership.**



- **Asking the question: What has the partnership accomplished, that could not have been accomplished by either institution acting alone**

Inputs

- # of visits back-and-forth
- Frequency of communication
- Efforts at engaging surrounding communities, businesses
- Efforts at engaging faculty, students, staff at each partner
- Websites, reports, data gathered on the partnership
- Funds devoted to the partnership
- Joint facilities/centers developed (both virtual and on-the-ground)
- Publicity and outreach efforts
- Efforts to deal with problems which arise during the partnership

Outputs & Outcomes

- student mobility in both directions (short-term, semester, academic year)
 - # of jointly developed curricula
 - # of faculty and staff who have engaged with partner
 - # of collaborative research projects, in what fields
 - # of new activities that emerged from the initial partnership activities
-
- **Student learning outcomes**
 - **Faculty/staff professional development**
 - **Impact on reputation/comparative standing for both institutions**
 - **Impact with respect to addressing global issues and problems**
 - **Impact on each institution in terms of mission and priorities**
 - **Deepening connection and understanding among the partners**
 - **Enhanced alumni relations/support in partner region**

Wrap-up: Resources



- Resources Packet
- Conferences (NAFSA, AIEA, APAIE, EAIE)
- IIE's and other's services & programs
- Learning from and sharing with each other

Wrap-up: Next Steps



What are 3 actions you will take upon returning to your home campus?

Thank you!

Clare Banks, Assistant Director, International Partnerships &
IIE Initiatives
Institute of International Education (IIE)
cbanks@iie.org



Connect with IIE!



www.facebook.com/IIEglobal



[@IIEglobal](https://twitter.com/IIEglobal)



www.instagram.com/iieglobal



www.iie.org