Partnership Building 101: Partnership Types, Case Studies and Best Practices

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Agenda

• How partnerships have evolved
• Transactional vs. Transformational Partnerships
• Partnership Types
• Key Steps for Developing Partnerships
• Challenges for Sustaining Partnerships
• Past IAPP Brazil Outcomes
• First Steps / No Brainers
• Questions
The Changing Landscape of International Partnerships

Old Definition: “Cooperative agreements between a higher education institution and another distinct organization.” (Kinser and Green, 2009, *The Power of Partnerships*)

New Definition: “Bi-national (or multinational) communities of higher education in which there is a constant flow of people, ideas, and projects back and forth, as well as the development of new projects and common goals.” (IUPUI, Office of International Affairs)
**Transactional**

- Simple give-and-take
- Neither institution is much changed by the exchange
- Instrumental in nature
- Trade resources

**Transformational/Intentional**

- Change both institutions, as they work together
- Generate common goals, projects, products
- Combine resources
- Emphasize the relationship as much as the product
- Expand over time
- Create dialogical basis for global learning
- Establish a bi-(or multi)national unit of higher education within an evolving global system

*Info courtesy of Susan Buck Sutton, Senior Advisor for International Initiatives, Bryn Mawr College*
Partnerships Vary

By Scope
- Faculty-to-faculty
- Student exchange
- One-way student flows
- Department-to-department
- Institution-to-institution

By Function
- Teaching and learning
- Research collaboration
- Institution and program-building
- Applied and development work
- Enhancing community connections
- Faculty and staff development
- Or all of the above

Slide courtesy of Susan Buck Sutton, Senior Advisor for International Initiatives, Bryn Mawr College
Types of Partnerships/Partner Activities

- Branch Campuses
- Collaborative Research
- Collaborative Teaching
- Consortia and Networks
- Faculty Affiliate Status
- Faculty Development Activities (workshops, conferences)
- Internships
- Joint and Dual/Dual Degree Programs
- Local and National Development Cooperation
- Sandwich Programs
- Service Learning
- Sharing of Resources
- Student and Faculty Exchanges
- Web-based (internationalizing coursework)
Collaborative Teaching
Champlain College’s Global Module’s Program

• Begin with students in both countries reading a common text, and participating in online discussions facilitated by the instructors on both campuses.

• Students then join together in virtual groups composed of U.S. and international students and complete a collaborative assignment.

www.globalmodules.net
Consortia and Networks
U.S.–Brazil Higher Education Consortia Program

These consortia programs are comprised of at least two U.S. institutions and two Brazilian institutions and are funded for up to four years. Find details of these programs, which range from engineering to education, at: http://fipsedatabase.ed.gov.

Global Innovation Initiative (GII) – promotes global multilateral research collaboration. U.S. – UK – Brazil (or India, Indonesia, China). www.iie.org/gii
Internship Programs
Boston University’s Study Abroad Internship Programs

- **Week 1–Week 5 (Core Phase)**
  Students take the required core course for their track to prepare for their internships, and one elective course. Students also meet with the program’s internship placement advisors to refine their area of work placement according to ability, professional goals, experience, and work habits.

- **Week 6–Week 13 (Internship Phase)**
  Students participate in city’s work life through assigned internships that complement their particular academic concentration and personal goals. Students intern full-time, four days a week, while enrolled in a weekly elective course.

  [www.bu.edu/abroad/find-programs/by-internship](http://www.bu.edu/abroad/find-programs/by-internship)
Sandwich Programs

George Mason University: 1+2+1

- Students from the U.S. and China can elect to follow a number of different majors, completing one year at the home institution, two years at the host institution, and one year back at the home institution. Upon completion, the student is granted a diploma from both the home and host institutions.

Faculty-led Student Exchanges/Consortia
Lehigh University, University of Michigan and University of Gadjah Mada

Summer Program: “Democratic Society and Religious Pluralism"

- A faculty member from each of the three universities guided a group of eight undergraduate students from each school on a five-week study abroad trip in both Indonesia and the U.S.

http://ur.umich.edu/1011/Aug15_11/2534-u-m-partnership-to
Model Comprehensive Partnership
IUPUI and Moi University

Grew from small student exchange in 1989 to:

• 2 hospitals, 40+ clinics, 12 farms, craft workshop, orphanages, food distribution center
• Treating 100,000 HIV/AIDS patients a year
• Exchanging 20 faculty and 30 students annually
• Engagement of over 100 community organizations in Indiana and Kenya
• Over $100 million in grants

http://international.iupui.edu/kenya/
8 Stages to Developing Sustainable Partnerships

- Assessment
- Developing a Strategy
- Identifying Potential Partners
- Holding Face-to-face Meetings
- Signing an Initial MOU or MOA
- Engaging in Initial Collaboration
- Periodic Assessment
- Partnership Expansion
Challenges for Sustaining Partnerships

- Quality and standards
- Expectations
- **Language** and cultural differences
- Divergent priorities and goals
- Differing levels of commitments and resource allocations
- Geographic and institutional diversity in potential Brazilian partners
- Funding/differing tuition models
- Garnering institution-wide support
- Convincing relevant decision-makers of the partnership’s value
- Meshing institutional policies, procedures, and business practices across nations, educational cultures, and accreditation systems
- Health and safety issues
Preliminary IAPP Brazil Outcomes

• Numerous MOUs
• Intercohort Collaboration
• Expanded and Leveraged Existing Relationships
• Increased Student Opportunities
• Initiated Public-Private Partnerships
First Steps / No Brainers

- Leverage your Brazil Scientific Mobility engagement
- Apply to host a Fulbright FLTA [http://flta.fulbrightonline.org/become.html](http://flta.fulbrightonline.org/become.html)
- Promote institution's intention to develop a partnership with Brazil
- Use technology as a low-cost catalyst to partnership development
- Find out what Brazil activities are happening in your community at local schools?
- Educate yourself on Brazilian culture and higher education
- Educate faculty, explain the role faculty can play in developing partnerships
- Establish partnership approval process (i.e., What approvals will you need? Do you have an MOU template? Are there funds available?)
IIE Publication: “Developing Strategic International Partnerships”

Developing Strategic International Partnerships: Models for Initiating and Sustaining Innovative Institutional Linkages
Published by IIE with support from AIFS Foundation. 2011

Published by IIE with support from AIFS Foundation. 2013
Questions/Comments
IAPP Brazil Study Tour

• Finalized study tour dates: March 22-27
• Cities
  • Rio de Janeiro
  • Belo Horizonte
  • São Paulo
• Participant forms – due February 20th
• Extra Participants
  • Encourage at least 1 additional participant
  • Institutions allowed up to 2 additional participants
  • $5,000 per extra participant