



humane

Europe's international network for higher education professionals

# Empower Academics and Other Leaders to Make Smarter Partnership Decisions

*Third Session in a Series on New Opportunities for  
International Partnerships in Higher Education*

*16 November 2021*



# Joining Us Today...

## Meet Your Presenter



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### EAB's International Partnerships Team

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**John Workman, PhD**  
*Managing Director*



**Gary Guadagnolo, PhD**  
*Director*



**Tess Frenzel**  
*Senior Analyst*



**John McMillian**  
*Managing Director*



**Brett Schenkel**  
*Senior Strategic Leader*



**Matt Auger**  
*Senior Strategic Leader*



# EAB

## A **Global Approach** to Higher Education Research, Strategy, and Support



### We Have Line of Sight into Every Aspect of University Operations

Our expertise cuts across all terrains—academic strategy, student experience, finance, estates, fundraising, IT, and more—to support both specific initiatives and overall goals.



### We Harness a Global Network of Sector Leaders

Our proprietary research model seeks out replicable solutions from universities around the world, uncovering innovative strategies where you may not have known to look.



### We Offer Unmetered Access to Our Research and Advisory Services

Our partnerships provide everyone on your campus unlimited access to research initiatives, expert consultations, implementation tools, and virtual and in-person events, without per-person fees.

# 14+

**years** researching operational, academic, and student challenges

# 2,100+

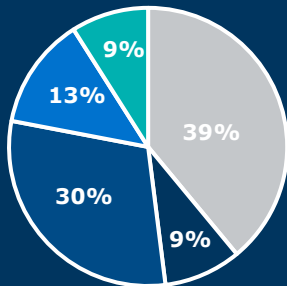
**institutional partners** around the world

# 26,000+

**campus leaders** use EAB research and services in their daily workflows

# 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



# New Opportunities for International Partnerships in Higher Education



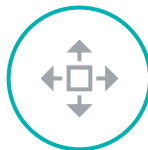
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## **Cultivate an International Partnership Portfolio**

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

*Recording Available*



## **Identify New Partnership Opportunities and Expansions**

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

*16 November*



## **Empower Academics and Other Leaders to Make Smarter Partnership Decisions**

- Incentivize international activities
- Educate instructors on collaboration risks and pitfalls
- Reduce friction in instructor-led engagements



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# Empower Academics and Other Leaders to Make Smarter Partnership Decisions

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## Share Your Thoughts

Write 1-2 sentences into the chat

What's your favorite transnational partnership that you have created or observed at your institution? Who was it with, and what did it cover?

# The 80-20 of International Partnerships



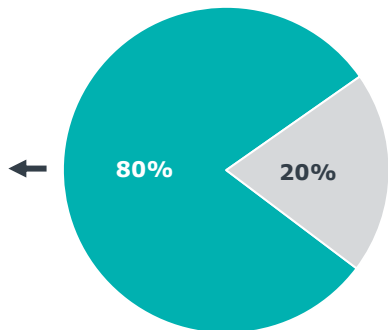
## Academic-Driven Collaborations Form the Base of International Strategy

### Academic-Driven Partnerships

- Majority of international collaborations
- Initiated with narrow objectives and timeframe
- May require approval from departmental chair, college dean
- Personal, not institutional, relationships

#### Role of Executive Leadership

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



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

### Barriers to Academic-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



## Quick Poll

***Which barriers do your academics struggle with the most when it comes international partnerships? (Choose multiple)***

- Lack of intel on available opportunities
- Perception that partnerships are lesser or lower importance
- Legal and administrative hurdles
- Few internal funds for collaboration upstart
- Little external funding to continue initiatives
- Other: *succulently describe the condition in the chat*



As poll results come in, share your comments and questions with us using the Chat function!



## **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.

## Share Your Thoughts

Write 1-2 sentences into the chat

In your experience, which key risks do academic- or department-driven international partnerships tend to downplay? What information do academic leaders most often not have?



# Academic Knowledge and Involvement

The Invisible Hand: Generate Buy-In with Helpful Information

## Intelligence Gathering

## Global Office

## Strategy Inclusion

**Proactively Provide Academics with...**

**Obtain Academics Feedback on...**



Existing institutional partnership activity



Disciplinary preference



Profiles of potential collaborators



Potential partner institution preference



Existing contacts from current partner interactions



Potential partner geography preference



Institutional guidance on preferred potential partners



Internationalization planning

# Thinking Beyond Professional Barriers

University of Florida's Surveying Surfaces Obstacles Beyond Logistics

University of Florida's Faculty Survey on International Activity 



## Logistical Barriers

*Determine institutional roadblocks to faculty's international efforts.*

### Sample Question Topics



Funding Availability



Departmental Support



Compliance Protocol



## Personal Barriers

*Determine faculty's individual factors complicating international activity.*

### Sample Question Topics



Family Responsibilities



Time Constraints



Geographical Preferences

**Comprehensive  
View of  
Academic  
Needs**



# 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



### Legal One-Stop-Shop

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



### Upskilling Alumni and Staff

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



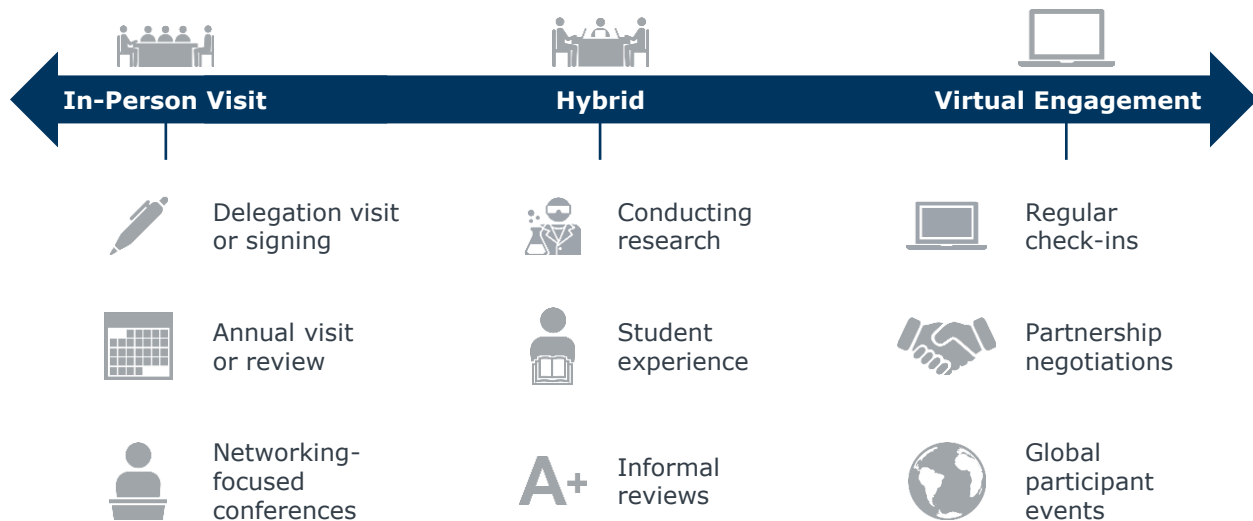
### At the Table from the Start

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

# Planes, Trains, and Teleconferences?

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

## Quick Poll

***What will international travel for partnerships look like for your institution in the future? (Choose one)***

- We will travel about the same or more than we did pre-pandemic
- We will travel a little less, but mostly lessening administration travel
- We will travel a little less, encouraging academics to travel less as well
- We will travel a lot less, as part of a campus-wide effort at reduction



As poll results come in, share your comments and questions with us using the Chat function!



# 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

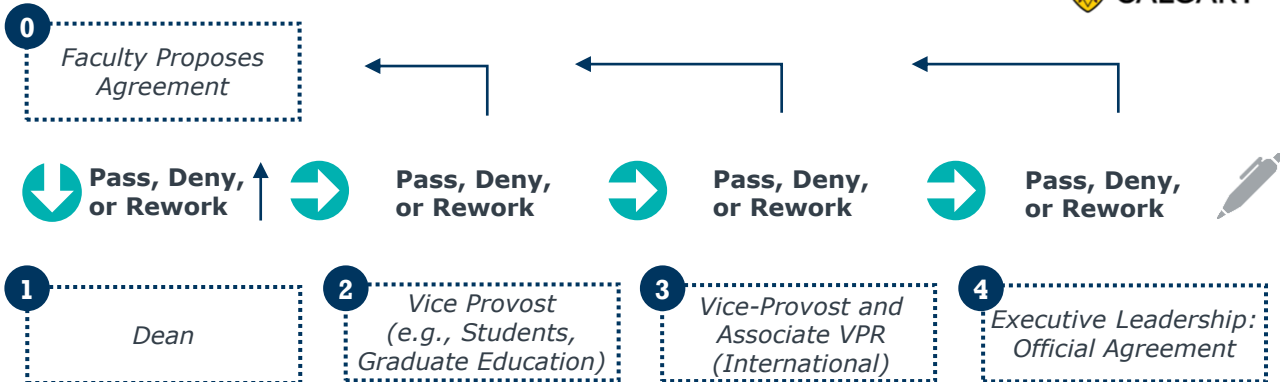


Read more about the [Global Affairs Seed Grants for International Activities](#).

# Generate Multi-Level Buy-In Across the Institution

Calgary's "Four Gate" Model Involves Leaders Across the Academy

University of Calgary's International Partnership Approval Process



## Additional Details about Calgary's Process

- Required for every agreement
- Helps align partnerships to institutional priorities
- Creates consistent expectations

## University of Calgary International Partnerships

450

Partnership agreements

50+

Countries with active agreements

## Preparation Exercise

Complete on your own – will not share

1. Brainstorm one pain point for your academics when trying to develop better partnerships.
2. What's one thing you/your team/your institution has tried to alleviate this pain point? Was that effort successful?
3. In an ideal world, what solution would significantly decrease this pain point? Consider the examples you saw today.
4. What's preventing you from implementing the ideal solution? How could you modify your solution to make it easier to implement?

# Next Steps and Opportunities

*Recording Available*



**Cultivate an  
International  
Partnership Portfolio**

*Recording Available*



**Identify New  
Partnership Opportunities  
and Expansions**

*Today's Focus*



**Empower Academics and  
Other Leaders to Make  
Smarter Partnership  
Decisions**

Available Resources:

- [How to Create an International Strategy Champion](#)
- [Evaluate the Effectiveness of Your International Partnership Web Presence](#)
- [Key Takeaways about the Pandemic's Impact on Partnerships](#)
- [Go-To-Market Tactics for International Partnerships](#)
- [International Partnership Case Studies](#)
- [Create High Impact International Partnerships](#)

## Quick Poll

***What from EAB and HUMANE would be most valuable for you moving forward? (Choose multiple)***

- Additional case studies and real-world examples of partnerships
- Panel sessions and Q&A on topics like cybersecurity, geopolitical disruptions, and cultivating a promising partnership
- Tools and guides on how to create a portfolio, choose KPIs, and approach potential partners
- A presentation to academic leaders on campus
- Other: *succulently describe the condition in the chat*



As poll results come in, share your comments and questions with us using the Chat function!



Washington DC | Richmond | Birmingham | Minneapolis | New York | Chicago

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