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US Perspectives on PPPs

JoAnn McCarthy PhD
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Top Ten Trends in US Higher Education

- The rise of the “knowledge economy”
- Growing global demand vs limited global capacity for HE services
- Global competition among institutions for the best and brightest
- Global STEM deficit
- Globalisation of the workforce requiring global knowledge, skills, and perspectives in all graduates

Top Ten Trends (cont.)

- Knowledge explosion, especially in science, engineering, technology.
- Technological advances in delivery of educational services
- Increase in non-traditional students
- Public demand for accountability
- **Rising costs and diminished public support for HE**

US University Strategic Options

Do Nothing



- Short term
- Opportunity cost
- Huge risks

Do it Yourself



- Reach?
- Resources?
- Focus?

Outsource



- Short term
- Reputational risks
- Results
- Strategic or tactical?

Partner



- Need a trusted partner
- Additionality
- Complementarity
- Sustainable model

Challenges of Partnering

- Inertia
- Resistance to change
- Ideological opposition
- Loss of autonomy
- Lure of the “quick fix”
- Cultural differences between the public and private sectors
- Leadership for transformational change
- Developing transparency and trust
- Flexibility and responsiveness to changing challenges and emerging opportunities

Transformational PPP Outcomes

- Enrolment growth (including diversity of countries represented)
- Student retention and success
- Student satisfaction
- Income generation
- Impact on faculty and domestic students
- Impact on institution's competitiveness and global brand

Future Prospects for PPPs

- New players entering the PPP space
- Increased interest in PPPs as data continues to support a win-win-win proposition
- More experimentation with PPPs beyond student mobility