



THE OBSERVATORY
on Borderless Higher Education

**The Future of Public-Private Partnerships
in Higher Education**

Regent's University London
3-4 December 2014

Sponsored by



Media Partners



Welcome

Dear colleagues,

The Observatory and i-graduate welcome you to our conference on 'The Future of Public-Private Partnerships in Higher Education'.

Funding cuts, notably in the UK and US, provide the backdrop for PPPs in higher education. In this context, an increasing role for non-state actors in higher education is unsurprising. What may be more surprising is the diversity and sophistication of approaches that now join 'traditional' universities and the for-profit actors. What emerges is a widespread exercise in adaptability, innovation and resilience. What is clear is that a graceless dichotomy of 'public good, private bad' (or the other way round!) has no place in these experiments.

Managing the interplay of public and private institutional cultures will be examined from both ends by practitioners and academics. The impact of shifting policy environment will be considered, ingredients for success will be sifted, and we are unlikely to escape without a critique of the public-private nomenclature itself.

The withdrawal of the state from higher education funding may suggest that its ideal as a public good is being challenged. But these responses to a culture of scarcity demonstrate a determination to keep that ideal alive. And by exploring some contrasting models of PPP engagement it is hoped that delegates will take away a clearer understanding of which approaches might work best for their own institutions.

The Observatory wishes to thank the members of its Advisory Board for their guidance, and to thank friends and colleagues at i-graduate and Tribal Group for all their work and support. A big thank you to our sponsors and partners. Thank you to our speakers and to all of you for participating in this conference.

Best wishes,

Dr William Lawton
Director

WIFI Code

Regent's University WIFI:
Search for the WIFI network 'RUL guests'
The password is 66828045

Once connected a portal page will appear, please accept the terms and conditions.

Programme

Wednesday 3 December

17.15 – 18.00 Registration and Sponsors' Exhibition. Coffee served.

18.00 – 19.00 Session 1 - Welcome and keynote

Welcome

- Professor Aldwyn Cooper, Vice-Chancellor and CEO, Regent's University London

Keynote address

- Doug Becker, Chair and CEO, Laureate Education, Baltimore
'Taking a modern approach to educational partnerships'

Response

- Professor Susan Robertson, Professor of Sociology of Education, University of Bristol

Discussion chaired by Aldwyn Cooper

19.00 – 20.00 Reception and Sponsors' Exhibition. Canapés and drinks.

Programme

Thursday 4 December

08.45 – 09.15 Registration and Sponsors' Exhibition. Coffee served.

09.15 – 09.25 Welcome, recap, and stage-setting

- Dr William Lawton, Director, Observatory on Borderless Higher Education

09.25 – 10.30 Session 2 – If PPPs are the answer, what was the question?

Chair

- Jon Baldwin, Managing Director, Market Development, Tribal Group

Speakers

- Bob Hogg, Business Development Director, University of Warwick
- Peter Marshall, Chief Operating Officer & Senior Vice-President, Monash University, Melbourne
- Dr JoAnn McCarthy, NAFSA Senior Fellow for Internationalisation and Academic Director of INTO University Partnerships – North America

10.30 – 11.40 Session 3 – Moderated discussion: Institutional cultures and PPPs

Chair

- Professor Sir Drummond Bone, Master of Balliol College Oxford

Speakers

- Dr Paul Greatrix, Registrar, University of Nottingham
- Professor Susan Robertson, Professor of Sociology of Education, University of Bristol
- Professor Christina Slade, Vice-Chancellor, Bath Spa University

11.40 – 12.00 Morning Break

12.00 – 13.10 Session 4 – Debate: PPP models of engagement

(to be conducted under the Chatham House Rule – see p. 19)

Chair

- Will Archer, Chief Executive, i-graduate

Speakers

- Linda Cowan, Senior VP, Pathways (UK, Middle East & Africa), Kaplan International
- Stuart Holmes, Director of the Board, INTO University Partnerships
- James Pitman, Managing Director, Higher Education UK and Europe, Study Group
- Dr John Wood, Chief Executive Officer, University Programmes, Navitas

13.10 – 14.10 Lunch

14.10 – 15.15 Session 5 – PPPs: Categories and policy environments

Chair and speaker

- Professor Roger King, Visiting Professor, University of Bath; Research Associate, LSE; Member of the Higher Education Commission

Speakers

- Karan Khemka, Managing Director and Head of International Education Practice, Parthenon Group, Singapore
- Gordon McKenzie, Deputy Director HE Policy and Strategy, Department for Business, Innovation & Skills, Government of UK

15.15 – 15.40 Afternoon Break

15.40 – 16.40 Session 6 – Delivering public-good outcomes through PPPs

Chair

- Carolyn Campbell, Senior Consultant, Observatory on Borderless Higher Education

Speakers

- Jonathan Harms, Executive Director of Partnerships, Pearson UK
- Professor Pamela Gillies, Principal, Glasgow Caledonian University

Respondent

- Professor Robin Middlehurst, Kingston University London

16.40 – 17.00 Closing comments: The risks and rewards of PPPs

Chair

- Professor Robin Middlehurst, Kingston University London

Speakers

- Carolyn Campbell, Senior Consultant, Observatory on Borderless Higher Education
- Peter Marshall, Chief Operating Officer & Senior Vice-President, Monash University, Melbourne

Close of conference

- Professor Aldwyn Cooper, Vice-Chancellor and CEO, Regent's University London

17.00 – 18.00 Wine reception

Abstracts and presentation titles (where applicable)

Wednesday 3 December

Session 1 – Welcome and keynote address

Doug Becker, Chair and CEO, Laureate Education, Baltimore
'Taking a modern approach to educational partnerships'

Laureate Education Founder, Chairman and CEO Douglas Becker will discuss the company's unique approach to higher education partnerships. His discussion will touch on traditional partnerships with universities, such as the University of Liverpool, University of Roehampton and Monash University, that include managing their entire online programmes (Liverpool and Roehampton) or a complete physical campus operation of a foreign branch campus (Liverpool and Monash). Laureate is additionally developing a public-private partnership model with the government of Saudi Arabia, in which it is operating 11 government-funded vocational institutions as part of the Kingdom's 'Colleges of Excellence' initiative. Lastly, Doug will provide insights into Laureate's new partnership model through which Laureate provides online support and on-the-ground infrastructure through its network of over 80 institutions across 29 countries to enable the international expansion efforts of universities.

Thursday 4 December

Session 2 – If PPPs are the answer, what was the question?

Bob Hogg, Business Development Director, University of Warwick
Peter Marshall, Chief Operating Officer and Senior Vice-President, Monash University
Dr JoAnn McCarthy, NAFSA Senior Fellow for Internationalisation and Academic Director of INTO University Partnerships – North America

The speakers will present a comparative overview of PPPs between industry and higher education, focusing on the landscapes of their countries of operation and expertise: Australia, the United Kingdom, and the United States. Some of these reflections will be personal ones; aspects to be addressed include regulation and management, international reach, as well as impact on teaching and research.

Session 3 – Moderated discussion: Institutional cultures and PPPs

Dr Paul Greatrix, Registrar, University of Nottingham

'The impact of international and more local public-private partnerships on a UK university'

Professor Susan Robertson, Professor of Sociology of Education, University of Bristol

'Locating authority and interests in public-private partnerships in higher education'

Professor Christina Slade, Vice-Chancellor, Bath Spa University

'Bath Spa: Space to globalise'

Session 4 – Debate: PPP models of engagement

Panel debate – no presentations or abstracts

Session 5 – PPPs: Categories and policy environments

Professor Roger King, Visiting Professor, University of Bath; Research Associate, LSE;
Member of the Higher Education Commission

'Public-private partnerships in higher education regulation and policy'

Professor King will examine how public and private institutions should be equitably regulated in higher education in England and whether risk-based quality assurance is an appropriate methodology for such a purpose.

Karan Khemka, Managing Director and Head of International Education Practice, Parthenon Group, Singapore

'Internationalisation and public-private partnerships'

Mr Khemka will discuss how governments help contribute to the internationalisation of institutions. It will look at how government support for internationalisation varies, with reference to specific examples of government-supported initiatives such as branch campuses or policy changes.

Gordon McKenzie, Deputy Director HE Policy and Strategy, Department for Business, Innovation & Skills, Government of UK

'Degrees of private'

Mr McKenzie will discuss the policy environment in which 'old private' traditional universities and 'new private' alternative providers operate. He will also address the sorts of public policy outcomes government wanted when it sought to change the mix.

Session 6 – Delivering public-good outcomes through PPPs

Jonathan Harms, Executive Director of Partnerships, Pearson UK

‘PPPs case studies’

This session will focus on case study examples of the private sector working in collaboration with public sector to support and deliver excellent services in higher education in times of economic challenge. Effective partnerships will have the learner at the centre of its focus and will seek, value and focus on measurable learner outcomes.

Professor Pamela Gillies, Principal, Glasgow Caledonian University

‘PPPs: Global development and the pursuit of the common good in higher education’

The joint venture partnership between Glasgow Caledonian University and INTO to establish an international foundation college at the University in 2008 was pivotal to the institution’s development. It significantly contributed to the internationalisation of the University and to its economic sustainability. Importantly however, the venture forever changed the University’s attitude towards working in partnership with business and to its entrepreneurial spirit. The important shift in culture evolved over some years and was not without its challenges. It has, however, underpinned the crafting of a new kind of collaborative partnership model for the University with business and other partners. This centres on the co-creation of business relevant degrees which support the enhancement of necessary capabilities and skills in workforces. These in turn contribute to increased productivity, and also to global development goals. Examples of how this has been achieved, to promote the University’s social mission and to deliver a University for the Common Good will be given. These will include the University’s award winning partnerships with Transnet Freight Rail in South Africa and the Grameen Bank and Grameen Healthcare Trust in Bangladesh.

Biographies

William Archer

Chief Executive, i-graduate

i-graduate founder Will Archer directs the world's largest study of student opinion. Reporting in confidence to universities across the globe, his team benchmarks student and stakeholder perceptions using proprietary survey instruments adopted by governments and 800 universities across 5 continents. Will worked previously for 15 years as an adviser to multinational corporations on international recruitment, researching and recruiting talent across Asia, Africa, North America and Europe. In 2005 he founded i-graduate, with the goal of improving the education experience for students and educators worldwide. An alumnus of London Business School and a member of the University of Oxford, Will is a trustee and board member of HECSU and a fellow of the Royal Society of Arts.

Jon Baldwin

Managing Director, Market Development, Tribal Group

Jon Baldwin became Managing Director, Market Development at Tribal Group plc in May 2014 and is a member of the Executive Board. Working closely with the Sales and Marketing teams Jon is responsible for the range of activities that underpin Tribal's development activity in mature and emerging markets. Jon joined Tribal after an extensive career in Tertiary education.

From January 2012 until April 2014, Jon was Deputy Vice-Chancellor (Professional Services) at Murdoch University in Perth, where he led the University's professional and administrative services on behalf of the Vice-Chancellor.

Prior to his appointment at Murdoch, Jon spent almost eight years as Registrar at the University of Warwick. He was Secretary and Registrar at UMIST from 2000 to 2004 and Registrar at the University of Wolverhampton from 1995 to 2000. He has also held management, teaching and administration posts at Queen Margaret College, Edinburgh and Lancashire Polytechnic, as well as teaching at the Open University and in Further Education and publishing papers and articles on a wide range of education-related topics.

In the UK Jon is past President of the Institute of Chartered Secretaries and Administrators (ICSA), an Associate of the National Health Institute for Innovation & Improvement, a member of the Executive Committee of the Association of Heads of University Administration (AHUA), a former member of the Executive Committee of the Association of University Administrators (AUA), and has previously been a School and Further Education College Governor. He is a regular conference speaker and contributor to national and international debates.

Doug Becker
Chair and CEO of Laureate Education, Baltimore

Douglas Becker is chairman and chief executive officer of Laureate Education, Inc, the world's leading network of higher education institutions. He has led the company since 1991, when it was known as Sylvan Learning Systems. Doug built Sylvan Learning Systems into the K-12 tutoring leader, with nearly 2,000 learning centres and 200,000 students before branching out into higher education in 1999. The Sylvan tutoring business was sold in 2003 to allow Laureate to focus on higher education. Today, Laureate provides high-quality education to over 900,000 students at more than 75 campus-based and online institutions in 29 countries across North America, Latin America, Europe, Africa, Asia and the Middle East. Doug is chairman of the board of the International Youth Foundation, which has invested more than \$200 million to improve conditions and prospects for young people in 86 countries. With his guidance, IYF expanded its YouthActionNet® programme, which supports young social entrepreneurs around the globe. Doug also supports many civic groups in his hometown of Baltimore, Maryland.

Professor Sir Drummond Bone
Master of Balliol College Oxford and Chair of the Observatory's Advisory Board

Professor Sir Drummond Bone was a Snell Exhibitioner at Balliol and went on to teach English and Comparative Literature at the University of Warwick, before returning to Glasgow where he became Professor of English Literature, Dean of the Faculty of Arts, and Senior Vice-Principal. He was then successively Principal of Royal Holloway and Bedford New College, University of London, and Vice-Chancellor of the University of Liverpool. He was President of Universities UK from 2005-7. He has been involved in business and University interaction and in economic regeneration as a member of the CBI's Science and Innovation Committee, as Chair of the Northern Innovation and Industry Group, and as Chair of the Liverpool 'European Capital of Culture' Company. In 2008 he was commissioned by the then UK government to write a report on the internationalisation of Higher Education, and since then has been a consultant on internationalisation to Universities both in the UK and overseas. He is a founding editor of the journal *Romanticism*, was the academic editor of the *Byron Journal*, has served on editorial boards of academic journals in Italy and Germany as well as the UK, is the author of *Byron in the Writers and their Work* series, and the contributing editor of the *Cambridge Companion to Lord Byron*. He was elected Master of Balliol in 2011.

Carolyn Campbell
Senior Consultant, Observatory on Borderless Higher Education

Carolyn Campbell is Senior Consultant at the Observatory. Prior to this she was Head of International at the Quality Assurance Agency for Higher Education (UK). She has contributed to various high-level working groups and committees, including the OECD/UNESCO expert group which developed guidelines for quality provision in cross-border education as well as the UNESCO Global Forum on Quality Assurance,

Accreditation and the Recognition of Qualifications Most recently she has joined the newly established International Advisory Committee of the Lumina Foundation in the USA. She is working with the Council on Higher Education Accreditation in the USA on international trends in quality assurance and regulation.

Professor Aldwyn Cooper
Vice-Chancellor and CEO, Regent's University London

Professor Aldwyn Cooper is a cognitive psychologist by background having studied and worked at London, Bristol, Stanford, Berkeley, the Open University, Henley Management College and the University of Glamorgan. He was a recipient of a Harkness Fellowship for two years postdoctoral study in America at Stanford and Berkeley Universities. On his return to the UK, he started the online learning systems at the Open University. He joined the senior staff at Henley – The Management College to develop its innovative distance learning programmes and was made Professor of Management Science and Managing Director of their learning company.

He also worked in television for ten years as managing director of Workhouse, a successful production company and as a consultant on culture change and internal communications for many blue chip companies throughout the world. He has written and presented extensively on the use of technology to enhance learning and has been a member of the advisory board for the Observatory on Borderless Higher Education for more than ten years.

He became Pro Vice-Chancellor and Professor at the University of Glamorgan in January 2000, led the university's extensive, development of 'e-learning' and also acted as Dean of The Glamorgan Business School for eighteen months.

In January 2007 he took up the role of Principal and CEO of Regent's College – a private, not-for-profit, higher education institution with a very strong global commitment. Regent's delivers British and American programmes at Bachelors, Masters and Doctoral levels, in Business, Management, Languages, Humanities, Arts, Social Sciences, Psychotherapy, Media and Performance. The Privy Council granted the College Taught Degree-Awarding Powers in July 2012, it achieved full university title as 'Regent's University London' in March 2013 and became a member of UUK in early 2014.

Aldwyn is now Vice-Chancellor of Regent's University London, is on the advisory board of OBHE and is a member of the QAA Advisory Committee on Degree Awarding Powers and the HEFCE Leadership, Governance and Management committee.

Linda Cowan
Senior VP, Pathways (UK, Middle East & Africa), Kaplan International

Linda Cowan joined Kaplan in 2005 as part of an initial team established to set up Kaplan's UK pathways division. Originally appointed as Director of Operations, she moved into the Senior Vice-President role for Pathways in September 2007 playing a lead role in securing

new university partnerships, setting up the pathway colleges and developing the overall operations of UK pathways. Since 2010 Linda has also been leading on the development of Kaplan's pathway activities in the UAE and in Africa.

Prior to joining Kaplan, Linda worked in a number of international education markets around the world, including managing an education agency in India on behalf of a large number of UK universities and over 10 years working in various international student recruitment and management roles for a number of UK universities. These included Newcastle University (1999-2003), the University of Birmingham (1997-99) and the University of Abertay Dundee (1992-97). The majority of Linda's international experience has been gained working in Asia and Africa.

Linda undertook her Bachelor education at the University of Glasgow and Master's at the University of Stirling.

Professor Pamela Gillies CBE

Principal and Vice-Chancellor, Glasgow Caledonian University

Professor Pamela Gillies CBE has been Principal and Vice-Chancellor of Glasgow Caledonian University since 2006. She has been a member of the Board of Trustees of the British Council since 2008 and is a Founding Trustee of the Grameen Scotland Foundation which has brought the Grameen model of microfinance to the UK in partnership with Tesco Bank. She is a Board member of INTO GCU, the Foundation College for the University and officiates at the graduation of our 2700 engineering students from our partnership University College, the Caledonian College of Engineering which has been operating successfully for 17 years in Muscat, Oman. Pamela is also a founding Board member of the Grameen Caledonian College of Nursing in Dhaka, Bangladesh, where the University has operated in partnership with the Grameen Healthcare Trust since 2010. The branch College campus, which operates as a social business, won Unilever's Global Development Award supported by Business Fights Poverty in 2014, the first University ever to win this prestigious award.

As Vice-Chancellor of the first Scottish University to have a postgraduate campus in London, Pamela is a member of the London Higher Group of Universities and is also President of the University's New York Campus, the first British University to become established in the City of New York.

Pamela was awarded the honour of CBE for services to education and public health in December 2012. She was elected a Fellow of the Faculty of Public Health of the Royal College of Physicians of London in 2002; an Academician of the Academy for Social Sciences in 2005 and became an Honorary Fellow of the Royal College of Physicians of Glasgow in 2007. Previously a Pro Vice-Chancellor at the University of Nottingham, Pamela has worked in Geneva as a member of the World Health Organisation's Global Programme on AIDS (1989-90); at Harvard University as a Professor in Health and Human Rights (1992-93); as a Harkness Fellow of the Commonwealth Fund of New York; and in London on a seconded post as the first Executive Director of Research at the Health Education Authority for England (1996-99). She is a founding patron of a school for children of sex workers in Domjur, Kolkata and has researched and written widely on HIV/AIDS, health development, and inequalities in health focussing on the potential of social action for health.

Dr Paul Greatrix
Registrar, University of Nottingham

Dr Paul Greatrix is Registrar at the University of Nottingham, a post he was appointed to in January 2007. Prior to this he was Deputy Registrar at the University of Warwick. Before joining Warwick in 1998 he was at the University of East Anglia for six years and before that Staffordshire University.

As Registrar he is responsible to the Vice-Chancellor for the academic administration of the University. As well as being Secretary to the statutory bodies of the University and a member of Executive Board, the Registrar manages the provision of a broad range of professional services for prospective students, current students and staff.

Paul read English Language at the University of Edinburgh and holds a PhD from the School of Education at the University of East Anglia.

Jonathan Harms
Executive Director of Partnerships, Pearson UK

Jonathan Harms serves as Executive Director of Partnerships at Pearson Higher Education Services UK. His core focus in the UK is launching high-quality, online and blended distance learning programmes in strategic partnership with select top-ranking universities. Immediately prior to this role, Jonathan was Managing Director at Pearson Embanet North America, responsible for the organisation's largest business unit and partnering with Top 200 US News and World Report Ranked Universities. Jonathan brings with him a global background in partnerships, his career spanning leadership roles in Asia-Pacific, Europe, Africa, and North America.

Bob Hogg
Business Development Director, University of Warwick

Bob Hogg is responsible for developing new revenue streams to contribute to, underpin and optimise Warwick's research, teaching and student experience. As one of two Business Development Directors within the Campus and Commercial Services Group, Bob has oversight of the University's ability and capacity to secure alternative revenue streams and surplus for reinvestment through its academic and academic-related activities, which are key to the University's external profile and income portfolio.

Bob joined Warwick from Serco, where he was Executive Director, Strategic Partnerships. During his six years with Serco Bob held several senior director roles in Strategy and Business Development focusing on new markets and alliances and partnerships. Prior to joining Serco, Bob was Sector Director for Local Government with Mouchel Group. He established an education business and developed a number of strategic service delivery partnerships with local government. Before Mouchel, Bob was Executive Director with Southampton City Council. He has also been a Chief Inspector of Schools and has worked as

a consultant for the European Commission, the British Council and UNICEF in Europe and China. Bob has been a member of the CBI's Public Services Board for the past three years.

Stuart Holmes

Director of the Board, INTO University Partnerships

Stuart Holmes's role as Director with INTO, the International University Partnerships, is to help to align strategy with that of the university sector, to further foster the spirit of partnership with the sector and to participate in fund-raising activities.

Stuart has extensive academic experience and is currently a Chairman of the Forum Trust, John Innes Centre, a leading research Institute, and a Pro Chancellor at University of East Anglia (UEA) in Norwich.

Stuart's expertise brings to the board in depth knowledge of the university sector and extensive experience in helping businesses to develop strategy and raise finance. He was chairman of the Council of the University of East Anglia, a board member of INTO UEA and University Campus Suffolk. He was previously a senior partner in PricewaterhouseCoopers where he practiced in corporate finance with extensive experience in the private equity and listed sectors. He serves or chairs a number of boards of organisations engaged in research, energy, pensions and property.

Karan Khemka

Managing Director and Head of International Education Practice, Parthenon Group, Singapore

Karan Khemka is Head of International Education Practice and leads Parthenon's Singapore office. Since 2002, he has advised education clients on growth and market expansion, internationalisation, operational excellence, and investment strategies. Mr Khemka's education clients include investors, operators, universities, governments, and others across Early Years, K-12, Higher Education, Transnational Education, and Post-Secondary. He has led projects in over 30 countries including across Africa, Australia, China, India, Latin America, MENA, Southeast Asia, and Western Europe.

He is on the Asia Advisory Board for Phillips Academy Andover, a Senior Advisor to the Asian Women's Leadership University and has been published in *The Financial Times*, *Harvard Business Review* and *Forbes* on education. Mr Khemka is a frequent speaker at leading global education forums including the Harvard Emerging Markets Summit, Goldman Sachs-Stanford Forum, and GSV's Education Innovation Summit, among others.

Karan holds a Bachelor's in International Relations from Georgetown University and a Master's in Law from Cambridge University.

Professor Roger King**Visiting Professor, University of Bath; Research Associate, LSE; Member of the Higher Education Commission**

Professor Roger King is Visiting Professor at the Universities of Bath and Queensland and Research Associate at the London School of Economics. He was member of the Higher Education Commission which reported two weeks ago on the financial sustainability of higher education in England. He was also co-Chair of its 2013 inquiry and report, 'Regulating Higher Education'. Professor King was formerly Vice-Chancellor of the University of Lincoln. He has written extensively on higher education policy and governance, globalisation, and regulation and assurance.

Dr William Lawton**Director, Observatory on Borderless Higher Education**

William (Bill) Lawton is from Newfoundland and has lived and worked in the UK since 1987. He joined the Observatory on Borderless Higher Education early in 2011, shortly after it became part of i-graduate. He was a founding member of the UK HE International Unit, from 2007 until 2010. Prior to that, Bill worked at the Canadian High Commission in London, first as a political analyst on UK devolution and latterly as Head of Academic Relations. In the 1990s he taught politics at the University of Hull, where he focused on Canadian and American politics and international political economy. His PhD is from the University of Edinburgh.

Peter Marshall**Chief Operating Officer and Senior Vice-President, Monash University**

As Chief Operating Officer and Senior Vice-President, Peter Marshall is responsible for much of the professional services functions of Monash University. The portfolio includes: e-Solutions (IT and related Services), Campus Community (Health, Sport, Medical, Counselling, Residential and Student Engagement and Support services), Facilities and Services, Human Resources, Monash Retail and Commercial Services, Marketing, Communications and Student Recruitment, Education Business Services (incorporating Student Services), and University General Counsel. Additionally, he manages the University's links and relationship with many organisations associated with Monash including the Student Associations.

His career has included roles in both the Federal and State Government public sector. Prior to joining Monash, he held senior human resource and financial management positions at several major Victorian Government departments.

Peter came to Monash in 1995 as Director of Personnel Services and was later appointed Divisional Director, Student and Staff Services where he was responsible for managing all aspects of the University's policies, practices and services to students and staff. He was appointed Chief Operating Officer and Senior Vice-President in August 2005. A Monash

graduate, Peter holds a Bachelor of Economics degree. He is a Chartered Member of the Australian Human Resources Institute and a previous Chair of the Group of Eight Universities Human Resource Directors group. He has served on several consultative and working groups of Universities Australia, and is currently chair of the Callista Universities Senior Executive Group.

Dr JoAnn McCarthy

NAFSA Senior Fellow for Internationalisation and Academic Director of INTO University Partnerships – North America

Dr JoAnn McCarthy has spent thirty years in tertiary education, most recently as Assistant Provost for International Affairs at the University of Pennsylvania in Philadelphia. She is a past president of the Association of International Education Administrators (AIEA), served as chair of the International Education Leadership Section of NAFSA, chaired the NAFSA Task Force on Comprehensive Internationalisation, and served on the International Commission of the American Council on Education (1999-2002).

JoAnn earned a PhD in Foreign Language Education from the Florida State University and is a former French professor. She held the post of senior international officer at three large public universities and has also served on many national and international advisory boards. She is a frequent consultant, author, and speaker on the internationalisation of higher education, the changing dynamics of student/faculty mobility, and the emerging role of the research university in global civil society. In 2009, she was honoured by AIEA with the Charles Klasek Award for Outstanding Contributions to International Education, and she was appointed a Senior Fellow for Comprehensive Internationalisation by NAFSA in 2011.

Gordon McKenzie

Deputy Director HE Policy and Strategy, Department for Business, Innovation & Skills, Government of UK

Gordon is a Deputy Director for higher education policy in the Department for Business, Innovation and Skills. He is a career civil servant with a background in education, employment and social policy issues. He has worked on higher education issues for the last five years.

Professor Robin Middlehurst

Professor of Higher Education, Kingston University London

Professor Robin Middlehurst is Professor of Higher Education and Policy Adviser in the Vice-Chancellor's Office at Kingston University London. Her research interests include borderless education and internationalisation of higher education, governance and leadership, and quality assurance and enhancement in higher education. Professor Middlehurst is also seconded part-time to the Higher Education Academy, the UK's national agency for teaching and learning, where she is advising the Executive on the HEA's

international strategy. Professor Middlehurst has held previous academic posts at the University of Surrey and the Institute of Education, University of London; she has also served as a governor at two UK universities and co-designed and co-directed the UK's Top Management Programme for Higher Education from 1999-2014. She is a trustee of the British Accreditation Agency, the independent accrediting agency for private providers in further and higher education; she also serves on the editorial board of Wonkhe, a widely-read policy blog. Professor Middlehurst has published extensively on leadership, governance, management and internationalisation of higher education. She led the team that produced the report 'The business of borderless education: UK perspectives', which sparked the formation of The Observatory.

James Pitman

Managing Director HE Division, Study Group

James Pitman is Managing Director for Study Group's Higher Education Division (Bellerbys College and International Study Centres), throughout the United Kingdom and Europe, including the company's online business for this region.

Prior to joining Study Group in February 2007, James was Managing Director of the EMEA businesses of Rosetta Stone, a market-leading global e-learning software provider.

During the 1990s, James held a variety of senior international roles, including those of Vice-President of International Marketing and Vice-President of Operations and Business Development with Warner Music International and EMI Music. This followed eight years in international education publishing.

James has a BA(Hons) and MA from Cambridge University in Natural Sciences and a MBA from IMD in Switzerland.

Dr Susan Robertson

Professor of Sociology of Education, University of Bristol

Susan Robertson is Professor of Sociology of Education, Graduate School of Education, University of Bristol. She is the founding Director of the Centre for Globalisation, Education and Societies, and founding co-Editor of the Routledge journal, *Globalisation, Societies and Education*. Susan completed her PhD in Canada, and since then has held academic posts in Australia, New Zealand and more recently in the UK. She has a long-standing interest in the transformations of the state, scale theory, education policy and social justice. Her most recent books include *Public Private Partnerships in Education and Education, Privatisation and Social Justice*. Susan has also worked as a consultant to the European Commission on education and social equality, and for the Open Society on the changing relationship between education and private interests.

Professor Christina Slade
Vice-Chancellor, Bath Spa University

Professor Slade commenced her role as Vice-Chancellor of Bath Spa University in January 2012. Bringing with her a wealth of experience from her former roles as Dean of the Schools of Arts and of Social Sciences at City University London, Dean of Humanities at Macquarie University (2003-08) and Professor of Media Theory at the University of Utrecht, Professor Slade is leading the university through a world-class campus development project, of internationalisation and of public private partnerships.

Trained as a philosopher of logic and language, her research has focussed on issues of the media since 1990. Her monograph, *The Real Thing: doing philosophy with media* (2002), examines the role of reason in the media, while *From Migrant to Citizen: testing language, testing culture* (2010), jointly edited with Martina Möllering, looks at linguistic, legal and philosophical aspects of citizenship testing. Her most recent monograph, *Watching Arabic Television in Europe: from diaspora to hybrid citizens*, was published in 2014 by Pivot, an imprint of Palgrave MacMillan.

Dr John Wood
Chief Executive Officer, University Programs, Navitas, Australia

Professor John Wood is the Chief Executive Officer, University Programs at Navitas. Previously he was Deputy Vice-Chancellor at Edith Cowan University and also served at the University Of Notre Dame, Perth, Western Australia where he was the Deputy Vice-Chancellor (Academic). Professor Wood graduated with first class honours in Economics from the University of Western Australia and Oxford University, where he completed a Doctorate in Economics. He is also a graduate of the Harvard Business School executive programme.

Professor Wood has worked in executive management teams and he has a detailed knowledge of all tiers of government throughout Australia. He has occupied senior positions in Canberra in the Office of the Prime Minister and in the Department of Prime Minister and Cabinet and in a range of key State Government Departments. He has served Ministers from all major political parties and in 2011 he was appointed by Ministerial Council to serve on the former Australian Qualifications Framework Council.

Professor Wood also held senior private sector positions, including a period as Chief Economist and Strategist with Ernst & Young. Professor Wood has held numerous Board appointments and chaired Perth Education City and was on the HBF Board, Australia's fourth largest health insurer for eleven years.

Professor Wood has an international reputation as an author. He has authored two books and has edited 115 volumes in the Croom Helm/Routledge Series on great economists. He is also the joint editor of a series on the Critical Evaluations of Management Thinkers and the first 30 volumes have been published. He was awarded a Doctorate in Management Sciences from the Thai Crown Prince for his contribution in global economic writing. He has also been made a life member of the Oxford Business Alumni. Professor Wood is also a Director of a small, independent publisher, Margaret River Press.

The Chatham House Rule

The Chatham House Rule is as follows:

‘When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.’

www.chathamhouse.org/about/chatham-house-rule

Sponsored by



Media Partners



Observatory Membership



THE OBSERVATORY on Borderless Higher Education

The international higher education think tank

Special offer on Observatory membership, only for PPPs conference delegates

Subscribe / renew your membership before 12th December and save 30%



Talk to a member of the Observatory or i-graduate team at the conference, or email info@obhe.ac.uk quoting PPP membership offer.

Forthcoming Observatory Conferences

Just confirmed - Our US-themed Public Private-Partnerships event.

Save the date! 14-15 October 2015

The American Academy of Arts and Sciences, Boston

More information will be available soon.

Other Observatory events worldwide will be confirmed in January 2015.

Contact Us

If you wish to learn more about The Observatory, please do contact us:

+44-1737-378-434

info@obhe.ac.uk

www.obhe.ac.uk