

***Global Connections – Local Impacts:  
Trends in Cross-Border and  
International Higher Education***

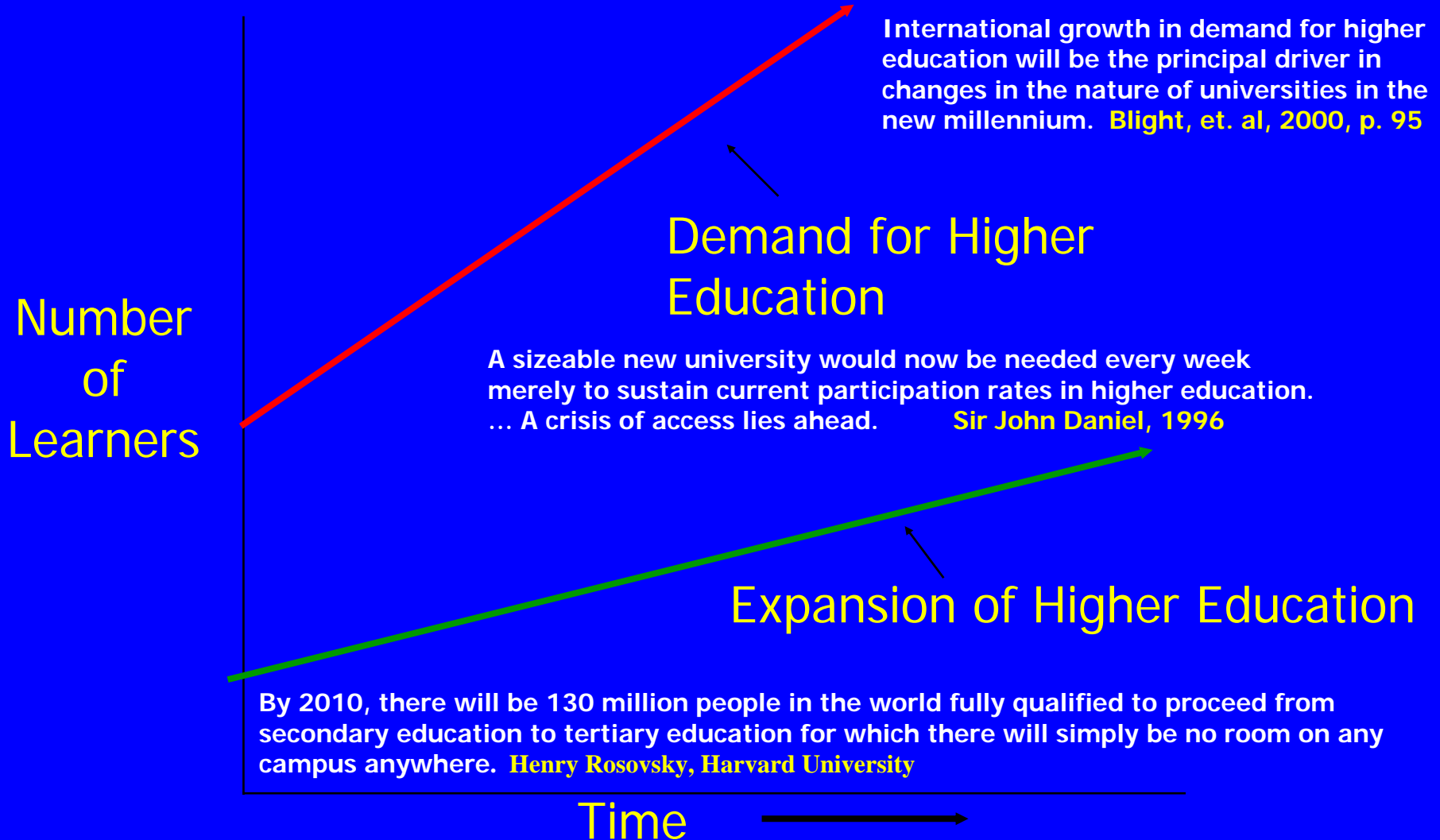
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# Access: The Global Challenge

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# What Factors are Driving Universities into Global Markets?

- Competition – Competition - Competition
- Securing alternative funding sources to replace reduced government allocations to tertiary education
- Exponential adoption of 'English' as the global language in commerce
- Interconnectedness of a global society and economy
- Diversification and increase in international student mobility
- Workforce needs – skills migration
- Demand by developed and developing countries for technology transfer and research collaboration

# The Changing Landscape of International HE

- Host nations are becoming more selective of entering foreign providers
- Predicting international student mobility is becoming increasingly complex . . . scenario planning essential
- The emergence of **‘a new global regionalism’** may **alter student mobility patterns and strategic choices of universities-nations**
- More public-private partnerships and corporate universities (Kaplan, Laureate, U of Phoenix)
- Quality assurance oversight agencies, internal and external, are paying increasing attention to universities operating abroad

# Who cares – Why bother, and are TNE partnerships right for your university?

- ‘Is it easier to move a cemetery than to change a university?’
- ‘I resent your implication that our university is only pursuing global partnerships for the money!’
- ‘Our leaders are clear about the benefits of international partnerships for our university, our faculty, our local community, our students and our funders?’
- ‘Who’s going to tell the dean of business about our new MBA program in China?’
- ‘We can be a global university, besides what do Harvard and Cambridge have that we don’t?’
- ‘Well any action is better than no action by the President ’ (of course unless it’s the wrong action)
- ‘We’ll just bring the faculty along, I’m sure we can resolve workload and incentive issues at the next union meeting.’

# The Competition Game

When you compete with everyone everywhere  
on everything, you compete with no-one  
nowhere on anything

Who do you want to compete with and why?

Who don't you want to compete with and why?

And who **can you** compete with and why?

# Your Competitive Edge

- You must do it cheaper.
- You must do it better.
- You may have to do it cheaper and better.
- You must do it different.

**You may have to do it  
cheaper, better and different with less staff.**

# The Future

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**If you don't know where you're going  
... it won't matter which path you take**

# International Student Mobility

- Sustain quality standards
- Flexible degree structures
- The employment factor during and after study
- Comprehensive student services
- Mobilising the academic and external community
- Social, cultural and language humility
- Straight talk!!!



# International Partnership Opportunities

- Graduate and post-graduate certificates in specialised disciplines
- Delivery of **complete** degree and certificate programs online
- Dual and joint degree programs
- Degree and certificate programs that provide a comprehensive blend of academics, research, and cultural and language experiences for students
- Continuing professional development (noncredit) programs for working professionals
- Multi-institutional research partnerships

# Dispelling the Myths

- Quality is driving the global HE market
- China and India have an 'open door' for foreign providers
- The majority of cross-border higher education is being delivered by open and distance learning
- The US-UK-Australia will continue to dominate global higher education markets
- International student mobility is driven primarily by quality and reputation

# Strategies for Universities: International Higher Education

- Contingency planning is the most viable response strategy to the unpredictability of the marketplace
- Internationalism must be built around a portfolio approach to balance the range of activities of the university . . . it also minimizes the risks!
- Internationalism must create benefits for your faculty, your students, your community and your university – and your foreign students.
- Institutions must be realistic and understand the competitive marketplace and their competitors
- Innovation must be constant . . . it's not a one time panacea for resolving all your challenges . . . It must be part of your institutional culture

# Mark Twain

**‘Of course truth is stranger than fiction .  
.. fiction has to make sense.’**

Thank You!

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