

# *Camelot, Calamity, or Collaboration: The Road Ahead for TNE*

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**2009 IEAA Annual Conference  
16 October 2009  
Sydney, Australia**

# The Future

**Predicting the future is like predicting the weather . . . in both professions you can be wrong 50% of the time and keep your job.**

*Trends in  
Global Higher  
Education*



# 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 (s) of TNE

- Host nations are becoming more selective of entering foreign providers
- Asia, the Middle East, and Gulf States are most active cross-border regions for global delivery . . . Now
- The emergence of a new global ‘regionalism’
- Cross-border research exchange is a rapidly growing priority among nations
- More public-private partnerships
- Quality assurance oversight agencies, internal and external, are paying increasing attention to universities operating off-shore

# Strategy and Policy Issues

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# Strategic Issues

- Development of a comprehensive university internationalism strategy
- Balancing access, quality and cost
- Real costs – real revenues (ROI)
- The student experience = \$\$\$ = Services
- Value-added cultural, social and language contributions to host country
- Balancing campus delivery with TNE

# Policy Issues

- Use of government moneys to fund TNE programmes? Benefits?
- Realistic QA standards to monitor TNE
- Faculty incentive and workload issues?
- Short-term versus long-term initiatives?
- Face-to-face, distance and/or blended?
- Institutional residency – is it obsolete?
- Tuition and/or fees?
- 3 year bachelors – 1 year masters? How will your competitors respond?

# Managers do things right . . .

## Leaders do the right things

- Leadership is about moving the university in the right strategic direction
- Visionary leaders think in terms of long-term commitments and long-term benefits
- Visionary leaders surround themselves with talented tactical managers to meet long-term strategic goals
- Visionary leaders communicate through simple and concise messages that are repeated often and to multiple constituencies
- Visionary leaders nurture innovation and reward failures in concert with successes
- ‘Action this Day’ – Winston Churchill

# TNE Opportunity Areas

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

# **Myth: Global HE is delivered primarily by open & distance education**

## *Reality*

The majority of TNE is delivered in face-to-face formats with some blended approaches. Foreign nations that are spending considerable money for Western academic programmes, technology, and research equate credibility and value with having real people on the ground in their countries. China and the Gulf States are two primary examples.

# Back to the Future: Global Open and Distance Learning

- Global ODE will grow particularly for providers offering complete degrees and certificates online
- More research is needed on the language, cultural and social implications of online degree taught in English to non-native English speaking TNE speakers
- Mutual understanding of what ‘access’ means in the context of developing countries and the digital divide
- Quality assurance guidelines for global ODE

# Who cares – Why bother, and is TNE 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 in TNE for the money!’
- ‘Our leaders are clear about the benefits of TNE for our university, our faculty, our local community, our students and our funders?’
- ‘We are very proud of our balanced internationalism strategy of TNE and recruiting international students.’
- ‘Well any action is better than no action by the Vice Chancellor’ (of course unless it’s the wrong decision)
- ‘We’ll just bring the faculty along, I’m sure we can resolve workload and incentive issues at the next union meeting.’

# Mark Twain

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

# Myth: The UK, U.S., and Australia will dominate global HE

## *Reality*

The U.S., UK, and Australia continue to have the largest international student populations and are the leading providers of TNE. Competition for international students and the ‘new global regionalisation’ in East Asia, the Gulf States, India, and Europe will increasingly compete with ‘the big three.’ Predicting student mobility will become exponentially more complex and regional cross-border and international student recruitment will compete with global student destination choices.

# 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?

# The Future:

## Sustainable Long-Term Partnerships

- ROI – Risk on Investment before you can achieve a Return on Investment
- Selecting the right partner – do your homework – financial, cultural, language, social, partnership history, strengths and weaknesses as a potential partner. Does your partner compliment your organisation?
- Candid and honest discussions from the outset – leave your rose colored glasses at home.
- Develop a clear and concise exit strategy in the contractual negotiations.

# A Long-Term Partnership Strategy

- Technology is a partnership tool versus a partnership strategy.
- 3-5 years minimum, multiple phases of integrating major phases.
- Blended delivery to off-set cultural and language barriers – build people relationships.
- Dual and joint degrees, professional development seminars, joint faculty research, publications
- Develop continuous partnership assessment strategy
- Multi-cultural staffing policy – social integration

# Final Observations

- Contingency planning is the most viable response strategy to the unpredictability of the marketplace
- Internationalism must be built around a portfolio approach to balance dependency on TNE and international recruitment revenues
- TNE must create benefits for your faculty, your students, your community and your university
- Institutions must be realistic and understand the competitive marketplace and their competitors

# Henry L. Mencken

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**For every complex problem there is a simple  
solution . . .**

**And it's wrong!!**



Thank You!

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