

***Back to the Future:
Sustaining the UK's Leadership Role
in International Higher Education***

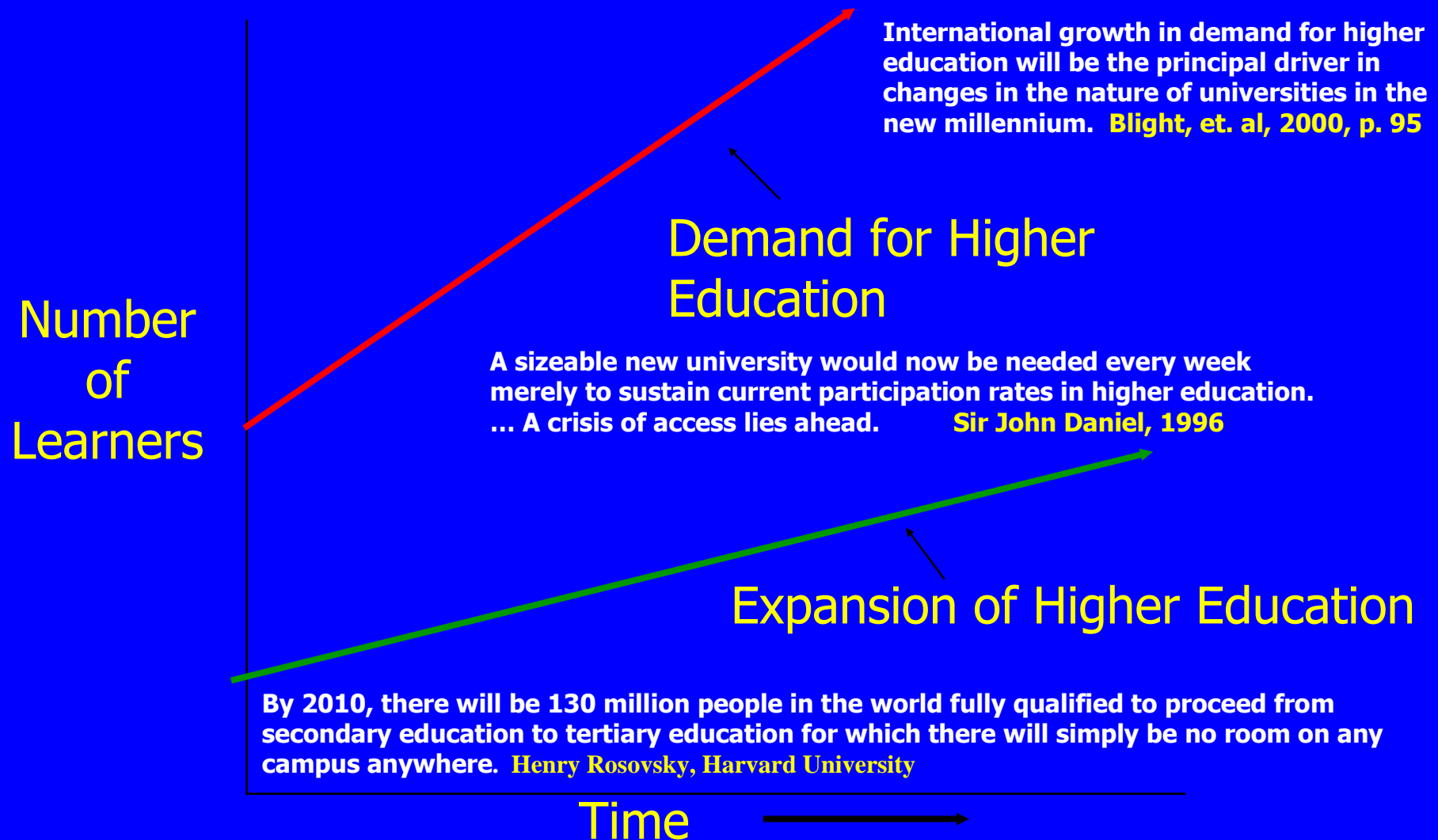
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Access: The Global Challenge

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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 programme 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**

Sustaining the UK's Reputation as a Top Student Destination

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

International Partnership Opportunities

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

‘Two Peoples Separated by a Common Language’ (G.B. Shaw)

- What to do with the ‘colonies’?
- Partnerships? Collaboration?
- Innovative student approaches and markets?
- Is the US gearing up for internationalism - - - -
- - - AGAIN! Look at realities.
- Common ground – common opportunities =
mutual benefits!

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 minimises 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

Thank You!

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