# Longer Term University Establishments Abroad: Challenges and Opportunities

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# Overview

- Internationalisation and the establishment of a physical presence

- Some numbers

- The motives and prospects for high commitment modes of internationalisation

# Modes of Internationalisation –
# mobility remains at the heart of internalisation

- Mobility of People
  - Student mobility
  - Staff mobility
- Mobility of Programmes
  - Licensing/franchising
  - Articulations/twinning
- Mobility of Institutions
  - Branch campuses

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# Realising Internationalisation - GATS

- Mode 1: Cross Border Supply
  - remote delivery, private sector, online
  - (35% of world trade in services)

- Mode 2: Consumption Abroad
  - exporting – student travels to HEI (2-3% of HE students)
  - (15% of world trade in services)

- Mode 3: Commercial Presence
  - branch campuses, partnerships
  - (50% of world trade in services)

- Mode 4: Presence of Natural Persons
  - Fly-in programmes
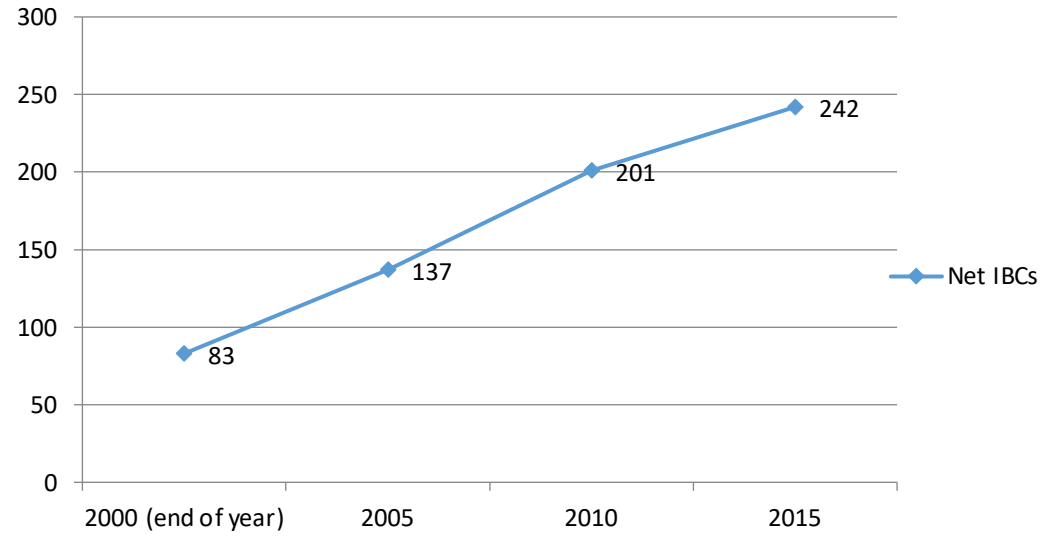  - (2% of world trade in services)

Dominates IHE

Traditional mobility

Moderate Share

Small share of IHE

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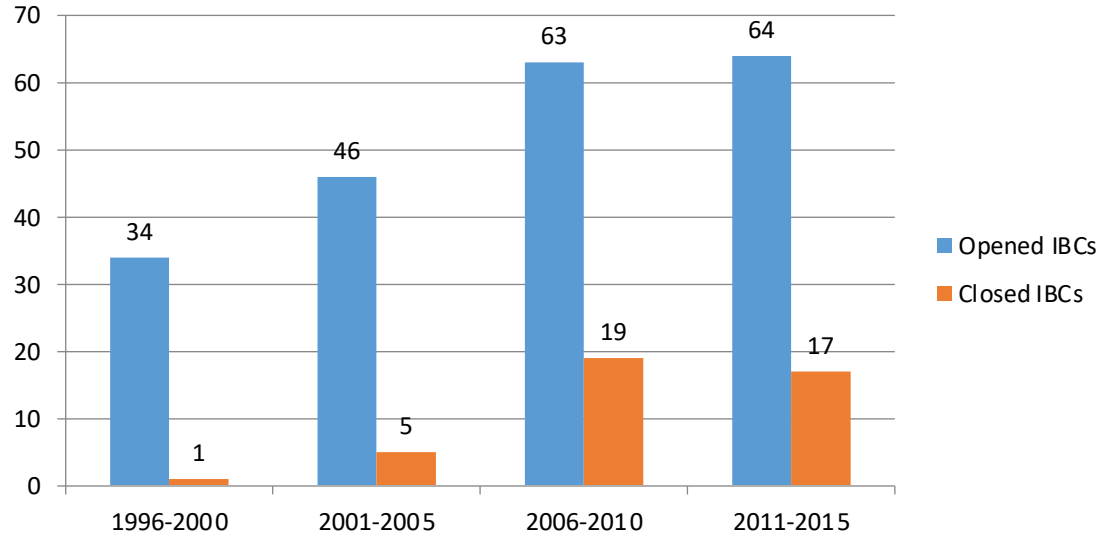# Some Numbers

# Institutional Mobility: The Gold Rush?



Source: INTERNATIONAL BRANCH CAMPUSES TRENDS AND DEVELOPMENTS, 2016, OBHE
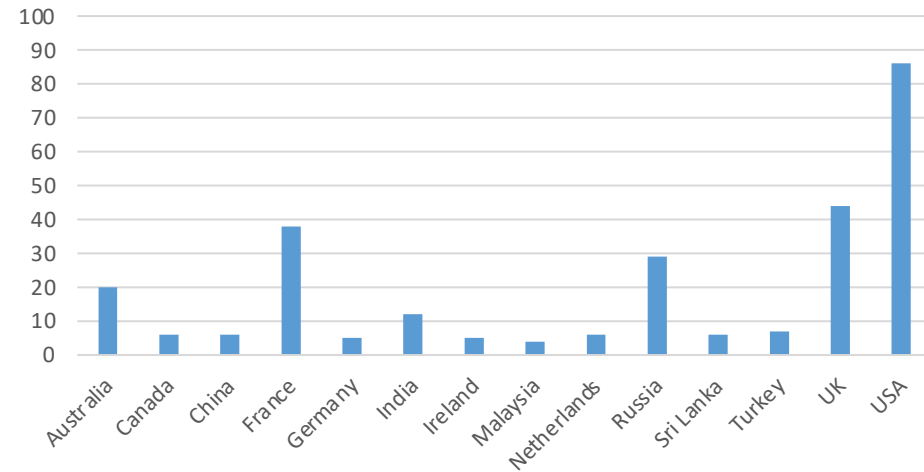
# But not always successful!

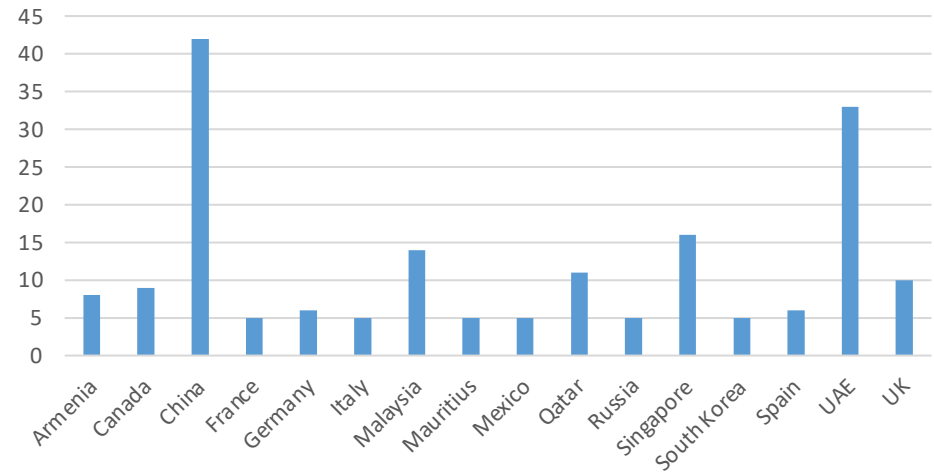**_International Branch Campus Openings and closings, 1996-2015_**



Source: INTERNATIONAL BRANCH CAMPUSES TRENDS AND DEVELOPMENTS, 2016, OBHE

# Source and Host Countries

# Motives and Prospects

# Campus developments are welcomed by hosts because….

- Immediate instrumental needs
  - Campus developments can support the rapid development of a skilled domestic workforce
  - Campus initiatives can help to deliver student numbers supporting the vision for an International HE hub
- Longer term, developmental needs
  - Campus developments can support the development of research capacity and capacity for innovation
  - Broader learning and knowledge exchange in all areas for HE

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# Campus developments are attractive to source country institutions because….

- Pull factors:
    - Reaching new markets and new talent – recognition of market opportunities – population growth, excess demand, significance attached to education
    - Brand – a global presence will have significant impact on reputation and research
- Push factors:
    - Domestic market constraints on further growth
    - Changing patterns of demand – unfavourable demographics
    - Changing patterns of competition – other countries increasingly important as destinations for international students

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# Campus developments are regulated by hosts because….

- Need to realise the benefits that international campuses offer

- Ensure quality of educational and broader student experience

- Ensure appropriate levels of consistency with domestic systems, principles, values

- Prevent opportunism by institutions (revenue considerations must not dominate)

- Protect students given the difficulties of assessing HE opportunities

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# Campus developments attract interest from source country regulators and policy makers because….

- Need to protect reputation and quality of national systems
- Need accountability domestically in relation to the use of public money
- TNE providers are the face of the source system
- Positive impacts on the home system and institutions
- Broader impacts on international relations

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# Scoping the campus option

- Interdependent rather than sequential decisions

- Scale

  - Breadth v depth of presence – multiple study centres v full active campus

- Ownership of operation

  - 'owned' or franchised

  - Business model

- Degree awarding powers (?brand?)

  - Home or host country

# Some Operational Challenges

- Adapting to context – getting the balance between being associated with source country but locally embedded (standardisation v adaptation)

- Governance – the complications of different regulatory regimes, eg Quality Assurance and aligning University governance with and JV requirement and hist country structures

- Management – ensuring the necessary local autonomy alongside the need for a coherent and consistent approach to delivering against the core values and expectations of the 'home' campus
  - Role of seconded staff
  - Structural support mechanisms – matrix organisation (committees, line management arrangements)

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# The Future

- Financial performance

- Risks – host country, geopolitical, home country

- Physical presence gives options

  - In a pandemic restricted world,

  - Immigration restrictions

  - In a world where sustainability really matters

- Financial attractions of TNE (social and cultural capital)

- Delivery capacity/capability – realising the longer term benefits



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# Q&A