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## TOP TIPS #8

# Developing International Enrollment-Driven Institutional Collaborations

## Developing authentic, effective collaborations with international institutions for student enrollment purposes.

Authentic, effective collaborations create opportunities for all collaborators and their respective constituents. Collaborating with international educational institutions, be they high schools or colleges/universities, can serve to increase and diversify international student enrollments while creating unique benefits for the sending institutions. Collaboration is not only desirable; it is inevitable. What ought we consider as we establish, develop, and nurture such collaborations?

Barton Carlyle consults regularly on international collaborations in a range of markets as a specialization of the company, offering advising, training and presentations worldwide. Contact us to see how we could support you: [pamela@bartoncarlyle.com](mailto:pamela@bartoncarlyle.com)

## TOP TIPS #8

# International Enrollment-Driven Collaborations

### 1. Know – contribute to - your institution's strategic plan for internationalization.

What is your institution's plan for internationalization? How does international student enrollment factor into the strategic plan? Does the plan prioritize certain regions of the world due to e.g. your institution's history, your academic program offerings, etc.?

### 2. Identify and leverage who knows who and where.

Enrollment-driven collaborations often grow from organically developed personal relationships across the globe, i.e. relationships cultivated by staff, faculty, researchers. Your institution's internationalization plan may include an inventory of your colleagues' international experience, connections, and aspirations. Identify such potential and leverage it in alignment with strategic plans.

### 3. Develop Synergies.

Collaborations do not necessarily develop linearly. E.g. an engineering prof may have contacts at an economics university abroad whose students' future job prospects are conditional on understanding not only US and global, but also local, economic conditions. A synergy between your university's Schools of Engineering and Economics, Center for Asian Studies; Career Center; Admissions Office, etc. can generate opportunities individual offices cannot.

### 4. Identify potential partners.

And understand your potential partners' contexts: political, socio-economic, educational, organizational, etc. Their reality is key to developing and sustaining a collaboration.

### 5. Align respective objectives.

Be open, clear and true about your objectives for the partnership. Understand your partner's objectives as well. Ensure respective objectives align, even if divergent. Your institution may be eager to enroll more underrepresented

international students. A high school in the Mandalay region of Myanmar make seek to raise its profile locally by providing a path to admission at a university in the agricultural area of the USA.

### 6. Bring relevant campus parties to the table.

Bring key decision makers to the table. Communicate plans to senior administrators. Enlist support and active engagement of middle management and staff. Communicate. Over-communicate, if necessary.

### 7. The devil is in the details.

Agree to the specifics of the collaboration with your partner. Spell out the objectives. Be clear on who covers what costs. Identify point-persons. Outline processes and procedures. Define measures of success. Include an assessment schedule. Build in a succession strategy to ensure the collaboration survives personnel changes.

### 8. Allocate requisite and relevant resources.

Sustainable collaborations will require resources: personnel, time, operational funds, etc. at each of the collaborating institutions.

### 9. Nurture the partnership.

Having agreed to collaborate is just the beginning of the journey. Relationships need nurturing. Nurture the collaborative relationship personally and institutionally. Keep your partners informed and engaged over time. Visit. Communicate regularly.

### 10. A word of caution

Heed all points above and especially #5 and 7. Beware of "general partnership agreements" not backed up with concrete plans. General partnership agreements have their value mostly as photo ops with senior leaders, or as a step to unlock subsequent local protocols. General MOUs do not represent sustainable collaborations in their own right.

## EXTRA RESOURCES

[www.monitor.icef.com](http://www.monitor.icef.com) The best aggregator of market news and research for international recruitment and marketing professionals. See also [thepienews.com](http://thepienews.com)

<https://www.theguardian.com/higher-education-network/blog/2013/jan/28/internationalisation-higher-education-student-experience>

Article on international collaboration in the UK Guardian newspaper

<http://www.acenet.edu/news-room/Pages/International-Partnerships-Guidelines-Colleges-Universities.aspx> ACE's resource guide on international partnerships, with some highly useful case studies and examples.

<http://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/International/LegalGuideFINALMarch13.pdf>  
This excellent guide, developed by Eversheds, a UK law firm, with Universities UK provides a core resource for institutions to understand risk and due diligence.

