U.S.-India Institutional Partnerships: Strategies, Opportunities and Challenges

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Competition & Collaboration in the Global Transformation of Higher Education
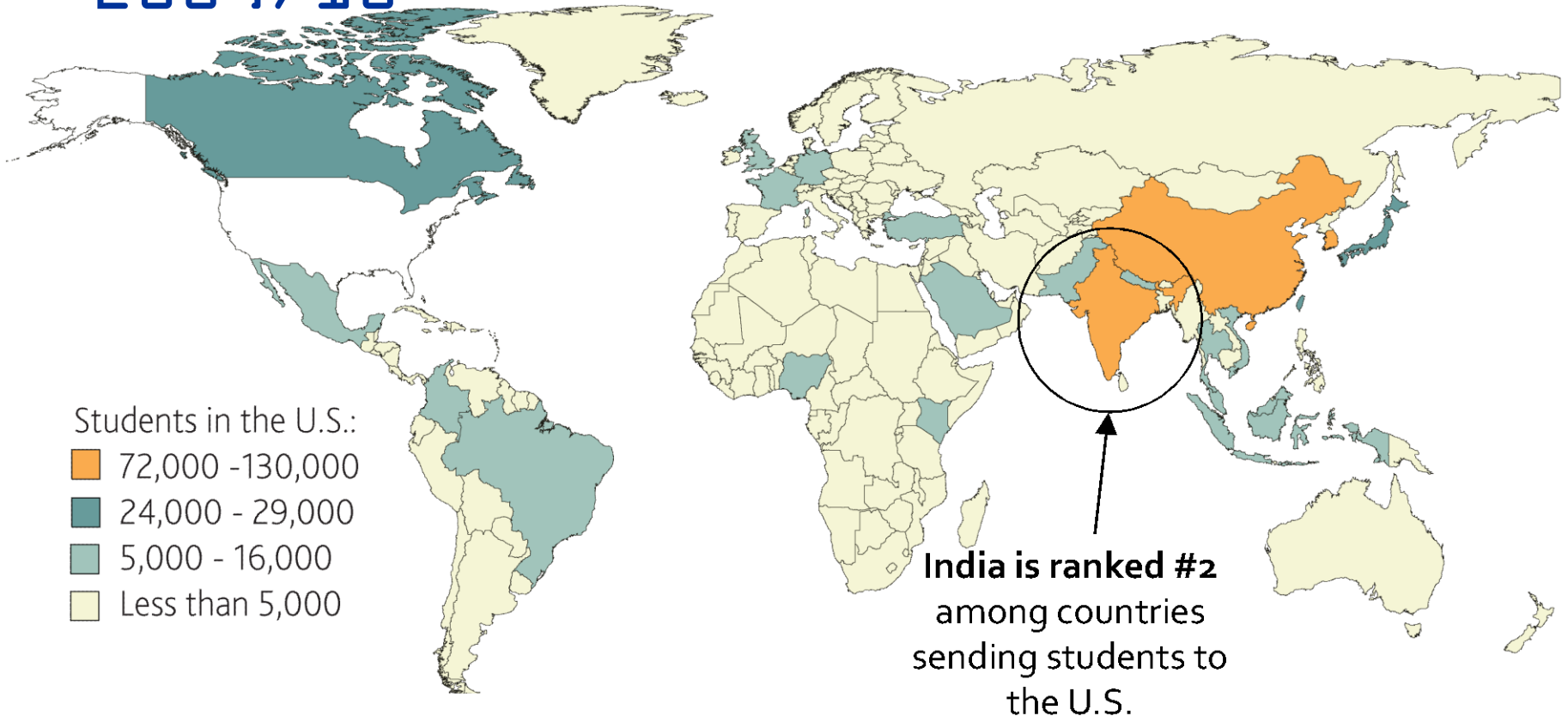AIEA Annual Conference

Why India?

- World's largest democracy

- Rapidly developing economy

- U.S. & Indian government support

- Language of education in India is English

- Cultural importance placed on education

- Complex educational system

- Exchange imbalance

Top Places of Origin 2009/10

Students in the U.S.:
- 72,000 -130,000
- 24,000 - 29,000
- 5,000 - 16,000
- Less than 5,000

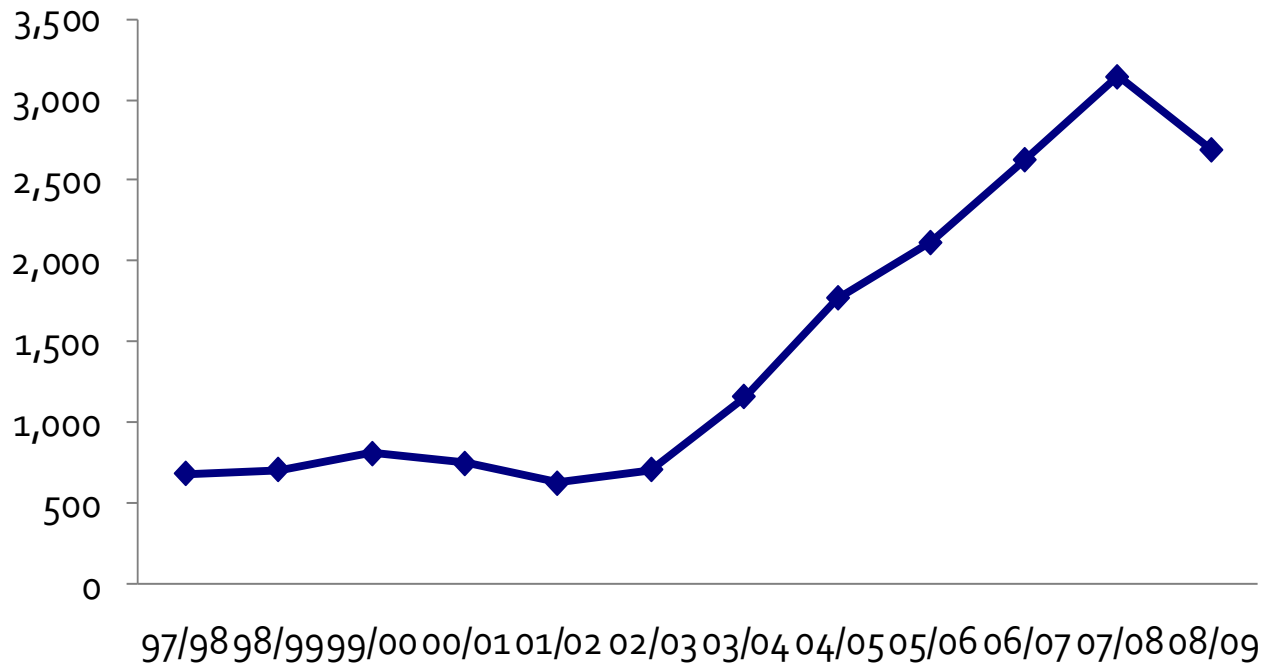**India is ranked #2** among countries sending students to the U.S.

U.S. Study Abroad to India 2008/09

- 2,690 U.S. students studied abroad in India in 2008/09 (down 14.5% over the previous year).

- Since 2000, study abroad increased by over 250%.

International Academic Partnership Program

- Funded by the U.S. Department of Education (FIPSE), the International Academic Partnership Program is a major initiative of IIE's new Center for International Partnerships in Higher Education.

- The Program will assist U.S. institutions in establishing partnerships with higher education institutions in India and China.

- Activities include:
  - Webinar Series
  - Pairing institutions with a mentor from the IAPP Advisory Board
  - Guidelines for developing a campus-wide

2010 IAPP Institutions

California State University, San Bernardino
College of William and Mary
Florida Atlantic University
Oakland Community College
Ohio Wesleyan University
Spelman College
St. Cloud State University
The University of Tulsa
University of South Carolina
Winston Salem State University

Developing a Partnership Strategy

Susan Buck Sutton

February 21, 2011

Competition & Collaboration in the Global Transformation of Higher Education

The changing nature of academic partnerships

AIEA

Competition & Collaboration in the Global Transformation of Higher Education

AIEA

We are at the dawn of a global system of higher education, in which

cutting edge research and teaching are conducted around the world

students and faculty are more mobile than ever before

our actions have global impact and meaning

IT has overpowered geographical distance

An important part of IZN must now be an institution's ability:

- to connect with the broader world
- to engage in the global construction of knowledge
- and to do so with cross-cultural skill competence and a sense of global responsibility

IZN is increasingly about forging an institution's place in a global system of higher education.

It is time to see IZN …

not just as infusing something INTO our institutions,

but also as drawing our institutions OUT into something larger than themselves

In outward –looking IZN, partnerships move from tactic to philosophy.

- They are central to extending outward.
- They take on new roles.
- They require more focused attention.
- They are no longer simply what bubbles up.
- They are no longer thought of simply in terms of logistics.

Historically, most partnerships for U.S. institutions:

- were between one faculty member and another , and/or

- sent a few students/faculty back & forth

- lasted as long as their original proposers were interested and often (sometimes immediately) sat idle thereafter

- were called "exchanges."

Such partnerships still have a role to play.

But limiting partnerships to these does not take advantage of all they have to offer.

Institutions need
a broad portfolio of partnership types and
a clear understanding of what each type
does.

Partnerships vary by scope.

- Faculty-to-faculty
- Student exchange
- One-way student flows
- Department-to-department
- Institution-to-institution

Partnerships vary by function:

- Teaching and learning
- Research collaboration
- Institution and program-building
- Applied and development work
- Enhancing community connections
- Faculty and staff development
- Or all of the above

Partnerships vary by activity

- Student/faculty exchanges
- Collaborative distance teaching
- Joint research projects
- 2+2 programs
- Staff development workshops
- Institution-building projects
- And so forth...

In terms of institutional impact, partnerships vary along this continuum:

Transactional ⟷ Transformative

Transactional Partnerships

- Simple give-and-take
- Neither institution is much changed by the exchange
- Instrumental in nature
- Trade resources

- Change both institutions, as they work together
- Generate common goals, projects, products
- Combine resources
- Emphasize the relationship as much as the product
- Expand over time
- Create dialogical basis for global learning
- Establish a bi-(or multi)national unit of higher education within an evolving global system

- Articulating partnership goals and vision
- Creating a registry of existing partnerships
- Crafting a prioritized partnership strategy
- Spreading a culture of partnership
- Establishing policies & procedures
- Securing financial support

- Creating effective organizational structures
- Providing professional development
- Thoughtful practices of initiating partnerships
- Thoughtful practices for sustaining them
- Procedures for reviewing, revising, and/or terminating

Partnership development:

Inherently a matter of:

- Prioritizing

- Negotiation

- Convening multiple conversations

- Following decision-making structures at your institution

Developing a partnership strategy is a balancing act.

- Overall goals
- Types
- Locations
- Number

- Existing resources
- Possible new resources
- Opportunities
- Existing connections
- Assessment of how one activity might lead to another
- Institutional mission
- IZN Plan

Selecting partners is a long-term process.

<u>Criteria for Selecting International Partner Institutions</u>
- General institutional compatibility with your institution
- Compatibility with the international goals of your institution
- Fit with the range of your existing partnerships
- Quality and integrity of potential partner
- Partner is in a part of the world of interest to your institution
- Partner is in a nation that is a source of international students for your institution
- Faculty and programs from your institution already have connections with the potential partner
- Partnership will be of mutual benefit to all participating institution
- Partnership fits a range of constituencies at your institution
- Productive discussions with the potential partner have taken place
- Resources and structures exist to support the partnership over time
- Proposed partnership has undergone appropriate reviews at your institution

It is time to think outside the box.

We have all become players
in a global academic arena.

We can ignore this change and continue to do what we have always done

We can move into the arena through outreach strategies that are unilateral (and hence imperialistic).

OR

We can create new modes of higher education that are internationally constructed and operated.

U.S. – India Partnerships

- Comparatively few in number
- Despite common use of English
  - long-standing national relationships
  - growing importance of India
  - tremendous demand for higher ed in India
  - large number of Indian students in U.S.

US – Institutional partnerships:
Strategies, Opportunities and Challenges

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Advisor, **Symbiosis International University**

Pune, INDIA

AIEA San Francisco, February 21, 2011

EDGE2011
Emerging Directions in Global Education
9-11 March, 2011
India Habitat Centre, New Delhi, India

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Outline

- India Today: Opportunities & Challenges

- What Indian Universities expect in a partnership with U.S. institutions
  - Programs: SAP, Internships, Research
  - Networks & Collaborations
  - Academic mentorship

- How to avoid potential pitfalls
  - Understanding the system
  - Regulatory aspects

- Best Practices - what works, what doesn't,
  - Some examples of successful partnerships
  - Symbiosis International University

- EDGE Forum: Concept & Glimpses

India Today: Opportunities & Challenges
500+ Universities; 18K Colleges; 10M Students; 450K Teachers

- Country with tradition of quality education

- Entrepreneurial spirit, combined with strong global managerial capabilities

- HRD, NKC & Regulatory concerns

- Public & Private Universities

- Infrastructure inadequacies

- Evolving Polity & Policy clarity

- Education Governance
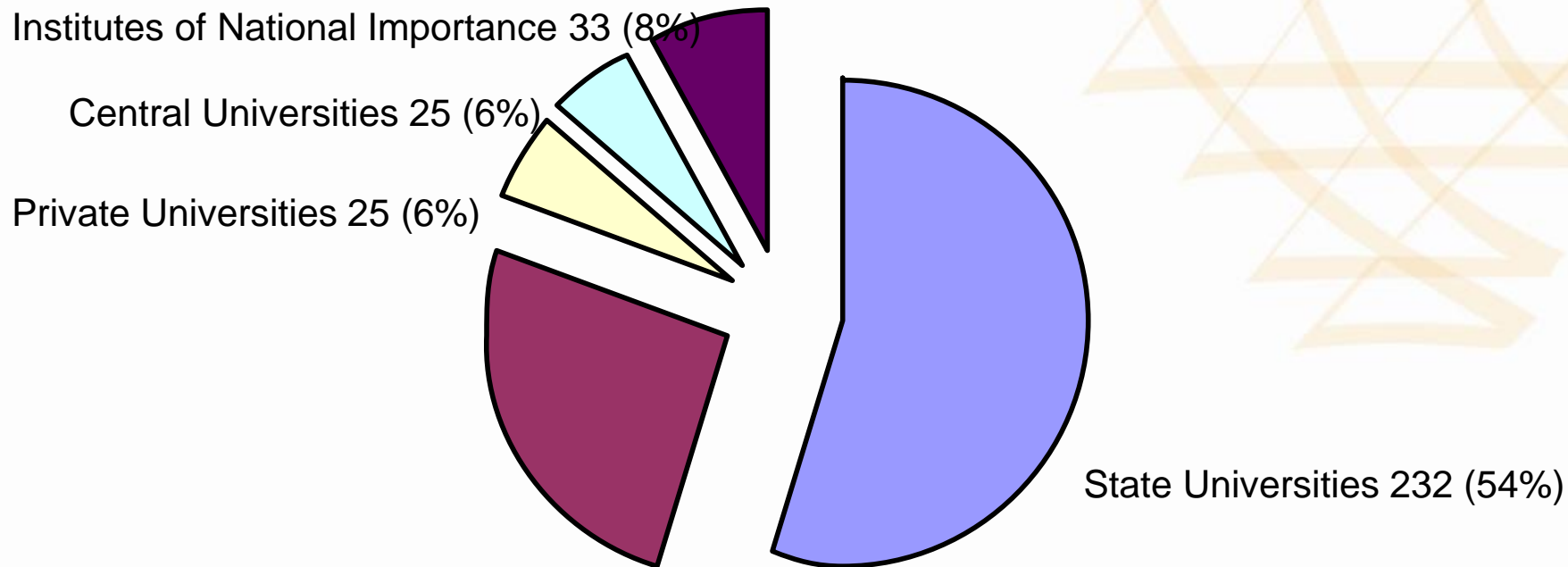
Higher Education Structure

Public Institutions

- State and Central Universities: Universities covered under Section 2f of the University Grants Commission (UGC) Act, which include conventional, open and professional universities established through Central and State legislation Acts. These institutions are eligible for government funding. At present, there are 232 State Universities and 25 Central Universities.

- Institutions of National Importance: These institutions are established under Central or State Acts. In this category, there are 33 institutions including Indian Institutes of Technology and Indian Institutes of Management.

Private Institutions

- Private Universities: Established under Section 2f of the UGC Act, these institutions are established through State Acts by public-private partnerships mainly as private trusts. These are not eligible to receive public grants. There are 25 private universities (not including deemed universities).

- Deemed-to-be Universities. These are institutions of high repute and long standing (or even *de novo* for those in new knowledge areas) notified by the Central Government as Deemed-to-be Universities (known commonly as Deemed Universities) on the recommendation of the UGC. These institutions fall under Section 3 of the UGC Act. There are 108 Deemed Universities.

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Types of Universities in India

Institutes of National Importance 33 (8%)

Central Universities 25 (6%)

Private Universities 25 (6%)

State Universities 232 (54%)

Deemed to be Universities 111(26%)

Total 426 Universities

Source: UGC June 2008

Indian Higher Education Beginning of Reform Process

- National Knowledge Commission Report
  - Expansion, Excellence and Inclusion
  - Autonomy
  - IRAHE

- Yashpal Committee Report
  - New Regulatory Framework
  - NCHER
  - Restructuring Universities
  - Autonomy

Quality & Autonomy – The key concerns

- The National Knowledge Commission (NKC) observes that Indian higher education is over regulated and under-governed.

- The NKC state that institutions need to set their own goals and targets to which they must be accountable.

- The new Bills and reforms are expected to strengthen academic autonomy to Universities

National Commission on HER

- Regulators
  Adobe Acrobat Document
  - MHRD, UGC, AICTE, MCI etc
- Funders
  - State Governments
  - Central Governments
  - Others
- Academic
- Research
- Innovation

India has professional councils responsible for the recognition of courses, promotion of institutions and providing grants to undergraduate programs:

- All India Council for Technical Education including the National Board of Accreditation
- Distance Education Council
- Indian Council for Agriculture Research
- Bar Council of India
- National Council for Teacher Education
- Medical Council of India
- Pharmacy Council of India
- Indian Nursing Council
- Dental Council of India
- Central Council of Indian Medicine

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- Several bodies are responsible for monitoring the quality standards of Indian institutions of higher education.

- The National Assessment and Accreditation Council (NAAC), established by the UGC in 1994 as an autonomous body, assess and accredit institutions of higher education that fall under the purview of the UGC.

- Accreditation decisions by the NAAC are based on the institutional self-study reports and external peer-review visits.

- There is a pressing need to make the process more efficient and discerning in terms of quality standards.

- The National Accreditation Regulatory Authority for Higher Educational Institutions Bill, 2010

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Reforms Underway

- Many New Bills

- New concepts
  - [International Universities](#)
  - Innovative Universities
  - CSIR Academy

- New Institutions
  - Autonomous Institutions in specialty sectors
  - More IIMs, IISERs, NIPERs, AIIMSs

- The National Commission on Higher Education and Research Bill, 2010 (The Independent Regulatory Authority for Higher Education)

- The Foreign Educational Institutions (Regulation of Entry and Operations) Bill, 2010

- The National Accreditation Regulatory Authority for Higher Educational Institutions Bill, 2010

- The Prohibition of Unfair Practices in Technical Educational Institutions, Medical Educational Institutions and Universities Bill, 2010

- The Educational Tribunals Bill, 2010

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Foreign Universities in India

- **The Foreign Educational Institutions (Regulation of Entry and Operations) Bill, 2010**
  - Only reputed institutions accredited in the home country will be allowed to establish operations
  - Protect students from being allured by sub-standard institutions
  - Foreign institutes would be required to maintain a Corpus Fund
  - Income accruing from the Fund would have to be ploughed back for development of the institution in India.
  - No repatriation of surplus funds would be allowed outside India and all education providers will be subject to all applicable Indian laws.

EDGE Forum has given many constructive suggestions to this Bill

Advantage India

- Growing Importance of BRIC

- S &T, Economic and Socio-cultural

- New 'Curiosity' about IT, BT, Education, Healthcare etc.

- Historical and heritage sites such as Tajmahal, Ajanta, Hampi,

- Concept of 'Study Abroad' growing - but India is under represented

- Students need information through short-term credit based courses - information not available easily

- Universities can specially develop SAP
  - Penn-in-India
  - The Alliance for Global education

- Symbiosis, Pune, Manipal, Goa, Mysore and few other Universities have done

- SAP promotes mutual understanding

- UGC – PIHEAD program

- EDGE Forum as facilitator

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Student Exchange

US to India

- **Social science &, Humanities**
- **Indology & Oriental studies**
- **Fine Art & Performing Art**
- **Development studies**
- **Yoga and Ayurveda**
- **CAM & Wellness**
- **Internships**
  - **Management**
  - **Hospitality**
  - **Public health**
  - **Industry**
  - **NGOs**

India to US

- Basic & Applied Science
- Engineering & Technology
- Liberal Arts & Languages
- Management
- Hospitality
- Sustainable development
- Research

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Indo US Education Partnerships: Expectations

- Academic Programs:
  - Study India Programs
  - Semester Abroad Programs
  - Student Exchange Programs
  - Joint degree programs
  - Internships
- Networks & Collaborations:
  - Institutional Network
  - Experience sharing
  - Institution building
  - Research collaborations

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Best Practices:
Symbiosis International University Case

- History – born out of an international perspective

- 40 Institutions

- 17 *campuses* in 3 states

- *27, 000 on campus students*

- Present – representation from over 75 countries through almost 3000 students-*A home away from home*

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Symbiosis International University Campus

Symbiosis-highlights

- NAAC–(National Assessment & Accreditation Council) accreditation for many of its institutes.

- Management institutes- ranked in top 5 institutes in the country.

- Law- top ten in the country.

- Credit Based Evaluation

- Interdisciplinary Programs

- Best Talent-National Level Entrance-SNAP/SET

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What works-successful partnerships

- Knowledge Exchange Institute
- Nanyang Technological University
- Berlin School of Economics and Law
- Leibniz Universitaet, Hannover
- Bremen School of Applied Sciences

Successful Initiatives

- Scholar In Residence
- Study India Program
- Area Study Centres
- Student Exchange Program
- Semester abroad
- Summer Schools
- Global Immersion Program

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How to avoid pitfalls

- Understanding regulations

- Governance structure

- Financial

- Accreditation processes

- Campus abroad

- Demystifying India – The reality check

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About EDGE Forum

Conceptualised in the year 2007, by a group of leading educational institutions from public and private sector to improve the quality of education in Multitude of dimensions.

Committed to promoting Excellence in the field of higher education.

Addresses questions like education governance, human resource, faculty, cutting-edge technologies, education infrastructure, innovative financing Models and adoption of global best practices.

Serves as an analytical and authoritative source for policy recommendations on higher education.

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Associates

- NAFSA - Association on International Educators
- European Association for International Education (EAIE)
- Institute of International Education (IIE)
- US – India Education Foundation (USIEF)
- The College Board, USA
- Association of International Educational Administrators (AIEA)
- Parthenon
- Commonwealth Business School

- Symbiosis University
- Manipal University
- Indira Gandhi National Open University (IGNOU)
- National Institute of Advanced Studies (NIAS)
- FedUni (ICFAI)
- BITS – Pilani
- Ernst & Young
- MM Activ Sci-Tech Communications

Activities

EDGE Forum organises

- International Conferences and Workshops

- Education Policy Advocacy

- Awards - recognises outstanding contribution of personalities

- Research Projects

- Fosters International Partnerships

- Nurtures Open Debate and Dialogue.

Vision Group

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Member, Planning Commission

Chairman-Vision Group
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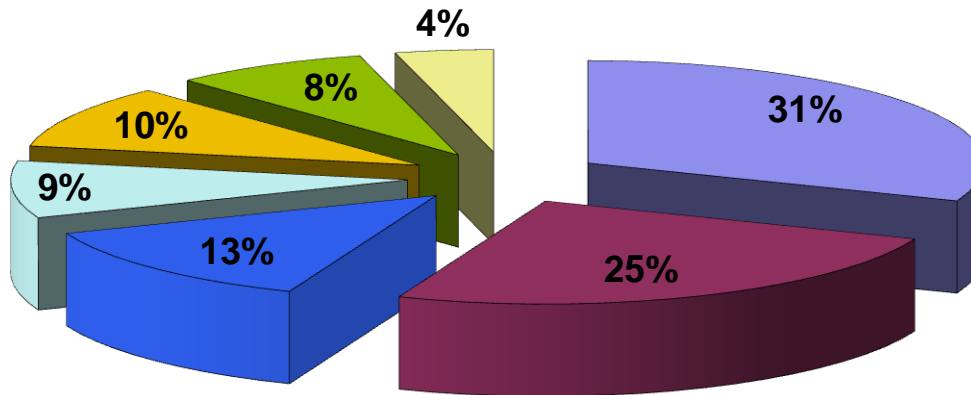The College Board, USA

Dr. Kiran Mazumdar-Shaw
CMD, Biocon

Dr. S.B. Majumdar
Chancellor, Symbiosis
International University

Mr. T.V. Mohandas Pai
Member of the Board & Director-
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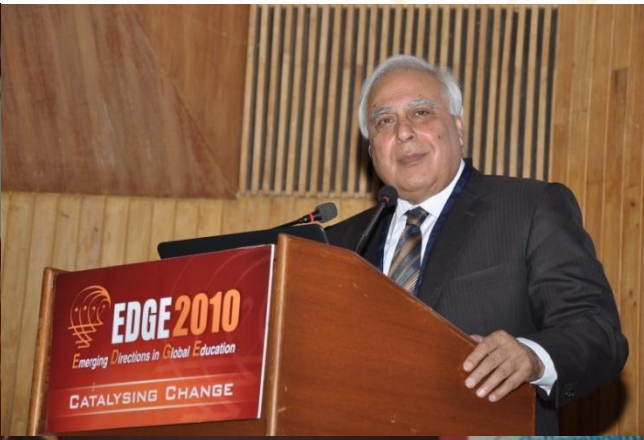Technologies Limited

Dr. Darshan Shankar
Advisor, Foundation for
Revitalization of Local Tradition
(FRLHT) & Chairman I-AIM

Glimpses of EDGE

Glimpses of EDGE

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Universities at EDGE

- Alagappa University
- Amity University
- Annamalai University
- Assam Agricultural University
- B.S. Abdur Rahamn University
- Bangalore University
- Bharathiar University
- Bharati Vidyapeeth
- Bharatiya Vidya Bhavan's S.P. Jain Institute of Management & Research
- Birla Institute of Technology
- Chitkara University
- Deenbandhu Chhotu Ram University
- Delhi University
- Dr. D.Y. Patil University
- Dr. NTR University of Health Sciences
- GITAM University
- Gujarat Technological University
- Gulbarga University
- Guru Govind Singh Indraprstha University
- Hindustan University

- I I C M
- ICAI Campus
- ICFAI
- Indian Institute of Information Technology
- Indira Gandhi National Open University
- Jain University
- Jaipur University
- Jawaharlal Nehru Technological University
- Jawaharlal Nehru University
- Karnataka State Women's University
- Kerala University
- KIIT University
- Kurukshetra University
- Lovely Professional University (LPU)
- M. S. University of Baroda
- Mahatma Gandhi University

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Universities at EDGE

- Manipal University
- Nagpur University
- National Institute of Advance Studies
- National Institute of Technical Teachers Training & Research
- National Institute of Technology
- NIIT University
- NIMACT
- NMIMS
- North - Eastern Hill University
- Orissa University of Agriculture and Technology
- Pandit Deendayal Petroleum University
- Periyar Maniammai University
- Punjab Technical University
- Punjab University
- Rajiv Gandhi University of Health Sciences
- SASTRA University
- Shivaji University

- Shri Venkateswara University
- SRM University
- Symbiosis University
- Tamil Nadu Open University
- Thapar University
- The Maharaja Sayajirao University of Baroda
- University of Delhi
- University of Kashmir
- University of Madras
- University of Pune
- Vellore Institute of Technology
- Veltech University
- Vidyasagar University
- Vinayaka Missions University
- VNR VJIET

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International Universities at EDGE

- Webster University Geneva, Switzerland
- Zayed University, United Arab Emirates
- Australian Education International
- Binghamton University
- Georgia Institute of Technology, US
- Kansas State University
- Massachusetts Institute of Technology
- Michigan State University
- Nanyang Technological University
- National University of Singapore
- North Carolina Agricultural &Technical State University, USA
- Sohar University, Sultanate of Oman

- The George Washington University
- The University of North Carolina at Asheville, USA
- University at Buffalo-SUNY
- University of Leeds South Asia office
- University of Melbourne
- University of Pennsylvania
- University of Tulsa
- University of Southern Queensland
- University of Stirling, Stirlingshire
- University of Warwick, UK
- University of Phoenix
- Delta State University

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Participation in EDGE 2011

Sponsors

- VIT University
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- SunGrad Education
- Pearson Education
- Eduquity Career Technologies
- MeritTrac
- India Skills
- State of Karnataka
- CISCO
- Lepakshi

Exhibitors

- Preiyar Maniammai University
- SRM University
- NIIT University
- JSS University
- Manonmaniam Sundaranar University
- Hindustan University
- Quiscient Technologies
- Skyline Business School
- LiqVid E-learning
- MARG Group
- QAI India
- IGNOU

Welcome to India! Welcome to EDGE 2011

www.edgeforum.in

Thank you

UC Davis-India Higher Education Partnerships

Nicole Ranganath, Ph.D.

Director, Global Study Program

Center for International Education, UC Davis Extension

Competition & Collaboration in the Global Transformation of Higher Education

- Agreements of Cooperation

  – National Law School of India University
  – Acharya N.G. Ranga Agricultural University
  – SRM University

- 121 students from India (2009)
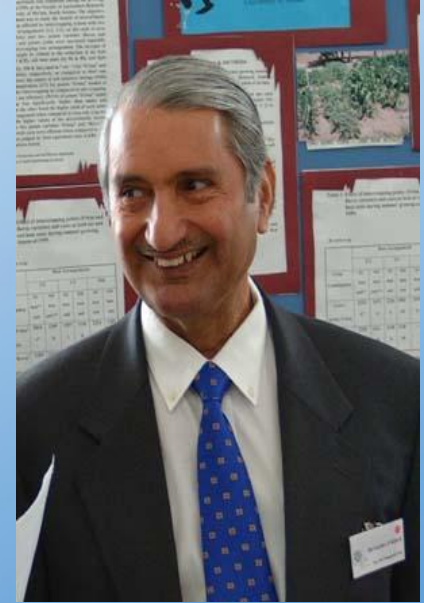
- 144 scholars from India (2009)

Indian Connections: Dr. Gurdev Khush
"A Hero of the Green Revolution"

- Plant Sciences Professor
- Enlarged and improved supply of rice
- Developed more than 300 high yield rice varieties
- Received World Food Prize in 1996
- Award for Leadership in in agriculture by the Prime Minister of India in 2006

US AID UC Davis-TNAU
Faculty & Research Development, 2004-2007

- US AID funding allowed a team of UC Davis scientists to establish a Center for Food Safety & Quality at Tamil Nadu Agricultural University.

- Key Indian faculty from TNAU spent 6 months at UC Davis.

- UC Davis seed grant funding stimulated follow-up research projects by UC Davis faculty.

Study Abroad:

A New Summer Course on South India's Visual Culture (2009)

2011 Conference

- UC Education Abroad Programs in Delhi & Hyderabad
- New UCD Summer Abroad Course: *"Palace of the Gods: Texts, Temples & Tombs in India"*
- Instructor, Archana Venkatesam
- Institut Francais de Pondichery

Competition & Collaboration in the Global Transformation of Higher Education

- Faculty Exchange Program Launched in 2010

- Afra Afsharipour, UC Davis School of Law Acting Professor (June 2010)

- Vice Chancellor Venkata Rao (Oct 2010)

- Next steps

SRM University (Fall 2008-Present)

The leading private engineering university in India

- Purpose
- Collaboration between the Department of Computer Science & Global Study Program
- New Course: Gateway to US Graduate Education Seminar
- Results:
- 17 SRM University undergraduate students participated in the Global Study Program
- 6 gained admission into the PhD & masters programs at UC Davis in engineering and forensic science
- Other SRM students admitted to prestigious US universities.

University of California-India Initiative (2005)
A Partnership for Science, Technology and Economic Development

- Purpose to leverage the unique strengths of the ten UC campuses with leading Indian scientific institutions and the Indian government
- Focus on large-scale interdisciplinary research challenges (e.g., nanotechnologies, energy, agricultural biotechnology and IT for rural development)
- Bilateral financial commitment
- Initial Indian partners
    - Department of Science & Technology
    - Indian Institutes of Technology
    - Indian Institute of Science
    - Jawaharlal Nehru Center for Advanced Scientific Research
- Results

Opportunities

- UC Branch Campus in India?
- UC Research & Industry Initiatives
- Dual Degree Programs
- Marketing & Student Recruitment
- Junior Scholars Exchange Program
- Distance Education
- Intensive Summer Research Programs

Lessons Learned: Key Features of Successful UC Davis-India Programs

- Partnerships are crucial to sustainable US-India higher education programs.
- Partnerships should involve capacity building at both institutions.
- Diverse stakeholders need to be engaged.
- It is important to utilize the knowledge and networks of heritage faculty.
- Government funding is crucial, but is often short-term.
- A critical aspect of partnership building is a creative strategy to garner internal and external sources of funding.

Questions

2011 Conference

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