

2009 CBIE CONFERENCE

INTERNATIONAL RESEARCH LINKAGES: HOW TO ALIGN RESEARCHER INTEREST WITH INSTITUTIONAL STRATEGY

DISCLAIMER

- **This presentation was delivered on 10 November 2009 at the CBIE Annual conference in Toronto, Canada**
- **It shall be considered incomplete without oral explanation and clarification**

Introduction

Case Study

Discussion

HOUSEKEEPING

- **This presentation will center on one detailed case study**
- **Discussion is built-in during the case study and at the end of the session**
- **This presentation will be posted on ICG's homepage (November ticker)**
- **It is the express purpose of this session to engage in a debate about how international research linkages can be rationalized and developed in a strategic fashion**
- **It might get a little bit complex**

THE SESSION'S FOCUS

- **One of the last frontiers in the internationalization of higher education is a focused and balanced approach to rationalizing and strategically developing international research linkages**
- **Traditionally, such linkages have been the outflow of individual researcher collaboration schemes. Recently, international alliances have begun to pursue a more structured approach**
- **In order to take advantage of emerging opportunities, it is important that research-heavy universities engage with this issue from a strategic perspective rather than taking an ad hoc, un-integrated approach**
- **This session discusses salient organizational, analytical, and cultural aspects which affect the alignment of researchers' collaboration interests with overall institutional strategy considerations**

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Case Study

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CASE STUDY: INTRODUCTION

Project Goal

- **The goal of this project was to provide the University with a pathway to a balanced, rational, competitiveness-enhancing, and deep partner portfolio in Region XYZ**

Partnering Hierarchy

- **As a side benefit, the project contributed to the creation of a partnering hierarchy**

Integrating Individual Relationships

- **The project was not intended to replace individual faculty members' relationships with a centralistic approach**
- **Rather, it aimed to make full use of existing relationships by integrating and supporting these into faculty-wide initiatives**

Governing Perspectives

- This project was undertaken with a green field perspective, i.e. it did not operate with pre-conceived notions with regards to
 - potential partners
 - geographic representation
 - existing relationships as a deciding/conditional factor
 - the kind of partnering activity (research/teaching/other)
- “Development by travel does not work”
- International relationships, especially any research-based relationships, are inherently driven by bottom-up dynamics. No central initiative can artificially create such relationships
- Potential initiatives will be checked for their long-term, competitiveness-enhancing potential

PROJECT OUTLINE

CASE STUDY: INTRODUCTION

Month 1

Month 2

Month 3

Month 4

Month 5

Region XYZ Partner Project

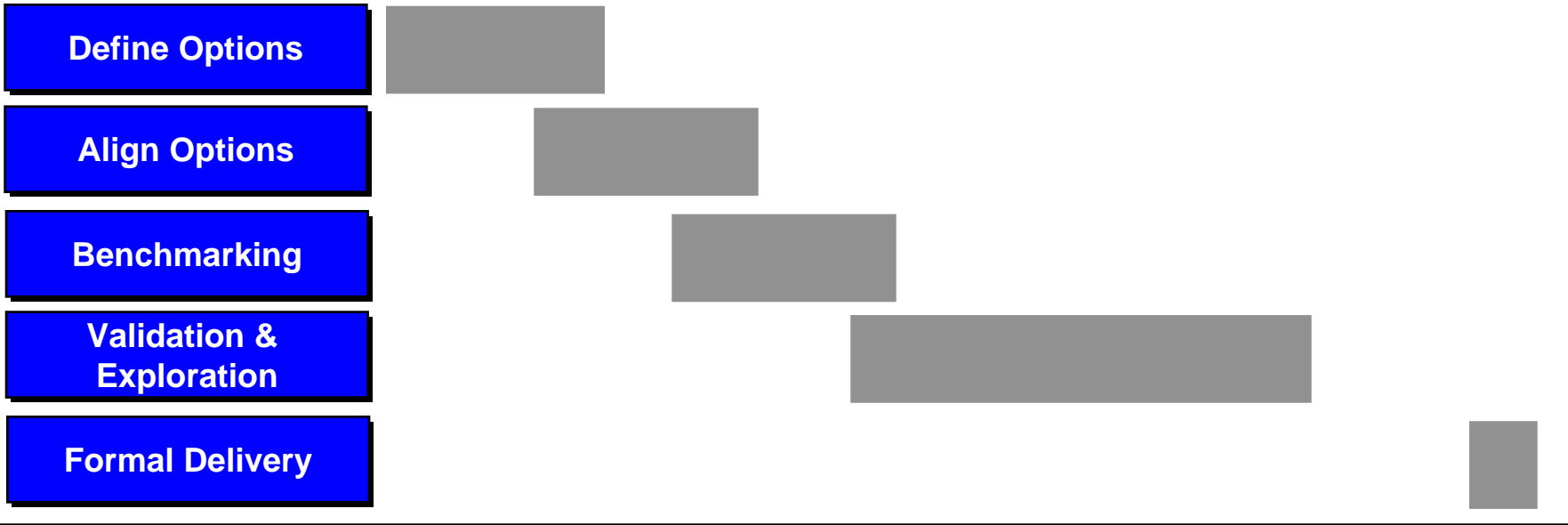
Define Options

Align Options

Benchmarking

Validation &
Exploration

Formal Delivery



CASE STUDY: OPTIONS

- This project step focused on assessing the range of partnering options available to the faculty
- Factors to be considered include:
 - the kind of relationship
 - geographic spread
 - exclusion factors
 - trade-off factors
 - meta-partnering considerations
 - internal capacity constraints
 - branding matters
 - the kind of partnering activity
 - others

CASE STUDY: OPTIONS

Methodology

- **The assessment of partnering options was based on:**
 - **bench research and analysis**
 - **interviews with staff members**
 - **expert background interviews**
 - **the analysis of existing documents**

Intended Results

- **As a result, the University gained a concise understanding of the general range of options available for its partnering landscape**
- **This deliverable also served as a rationalization factor by enforcing overall strategic considerations as key drivers for partner selection**
- **It finally served to define a good number of the variables required for ICG's Partnering Strategy Matrix**

DEFINITION OF OPTIONS

Partnering Strategy Matrix

CASE STUDY: OPTIONS

	Academic Focus Area				External Factors						Internal and Joint Factors				
Activity	Partnering activity (T/R/T)	Students	Faculty	Staff	Relationship	Exclusion	Trade-Off	Geography	Meta-partnering	Brand-ing	Capacity constraints	Job placement	Joint recruiting	Potential depth	Alumni ...
Raw data	SANITIZED														
Contextual data															
Scoring															

CASE STUDY: ALIGNMENT

Strategic Integration of Partnering Options

- This project step applied the results from the first project step to the University's overall academic and administrative capabilities and long-term development strategies
 - Role, strategic focus, and resourcing of international relationships
 - Integration of international partnerships with internal development

Institutional Self-Portrait

- This project step was based on drawing up a realistic self-portrait of the University which can be presented to potential partners as part of a partnering proposal
 - Components of self-portrait
 - Format of self-portrait
 - Informational depth

CASE STUDY: ALIGNMENT

Methodology

- This project step was based on discussions with the University and the analysis of existing documents
- It was supported by soliciting feedback on ICG documentation

Intended Results

- This project step provided the University with a perspective based on its internal capabilities and strategic preferences
- As a result, a set of options – prioritized by the level of desirability to the University – was developed which packaged various partnering scenarios (e.g.; set of partners by relationship balance by level of depth by geography)

CASE STUDY: BENCHMARKING

- The partner benchmarking exercise took a wide range of (external) institutional factors into account, including:
 - reputation
 - sizing
 - financials
 - teaching and research foci
 - existing international relationships
 - strategic plans and direction
 - Others
- Factors were fitted into the Partnering Strategy Matrix on three levels:
 - raw data (e.g., number of students or faculty)
 - contextual data (e.g., ratios, rankings)
 - scored data (i.e. evaluated for relevance or performance)

Methodology

- This project step was based on ICG bench research and analysis, as well as (background) fact check interviews with a to be determined number of potential international partners
- We used ICG and University contacts

Intended Results

- The results from this project step offered the University a granular decision-making outline based on quantitative and qualitative research which took the needs and perspectives of potential partners into account
- Specific documentation which summarized this exercise for the purpose of approaching potential partners was created

CASE STUDY: VALIDATION

- **This project step was based on discussing the research and analysis in a protected format with the benchmarking exercise's participants**
- **Such a discussion served four purposes:**
 - **First and foremost, to validate the accuracy of the research and analysis as pertaining to the specific participant**
 - **Second, to pre-structure eventual partnering proposals through soft signaling**
 - **Third, to demonstrate to the exercise's participants the seriousness of the University with regards to international partnering**
 - **Fourth, as a lever to induce participants to share information in the earlier data gathering exercise**

CASE STUDY: VALIDATION

Methodology

- This project step was based on carefully selected and purposed interviews with participants in the benchmarking exercise
 - The selection of specific interview partners was critical (executive staff, deans, faculty members with ties to the University, etc.)
- The nature, context, and direction of these discussions were tightly coordinated with the University
- Options: Validation approach by ICG, the University, ICG and the University, or ICG/the University

Intended Result

- This deliverable provided the University with concise feedback on the level and nature of interest of potential partners, yielded insights into potential veto and conflict situations, and allowed for a transition into eventual partnering negotiations

CASE STUDY: IMPLEMENTATION

- **Timeline**
 - **Executive decision-making within the University**
 - **Executive decision-making by a potential partner**
- **Staffing**
 - **The University International Office**
 - **The University senior scientists**
 - **The University other senior/executive staff**
- **Approach**
 - **ICG, the University, ICG and the University, ICG/the University**
- **Sequence**
- **Publication**

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