Partnerships in the 21st Century: Perspectives on Universities' Evolving Strategies

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Recipe for Success

Internationalization as an Academic Priority of the University

A clear and focused institutional strategy – goals, strategies and tactics

Sustainable and Innovative Funding Support and Models

Dynamic and passionate Leadership and Governance Structure

Integrate Internationalization with Teaching, Research and Service

Contemporary Organizational Structure

Faculty Owned Programs and Projects
Academic Priorities

- Talent attraction, development and retention
- Teaching and research integration
- Interdisciplinarity
- Leadership
- Internationalization
- Connection with community
- Sustainability
Becoming a Global Intellectual Hub

Increase diversity

Improve cross-cultural competencies

Enhance academic and research partnerships

Promote international development
Internationalization – Principles

- Strategic Partnerships
- Entrepreneurism
- Structure
- Incentives
- Capacity-Building
- Risk Management
- Sustainability
Strategic Partnerships

- Focused
- Leverage existing resources and strengths
- Sustainable and multifaceted
  - Mutual benefits
  - Limited
  - Resources
- Common or Complimentary Interests
- Reputation and Rankings
Country/Region Framework

United States
Mexico
Brazil
China
Tanzania

6 Countries of Emphasis
13 Countries of Interest
Entrepreneurism

- Networks of Faculty members
- Encourage and facilitate international interactions at the level of individual faculty members or students
- Largest impact on achievement of the goals of the Academic and Research Plans
**CHINA:** Kerui Group Holding Co. Ltd., a privately-owned, leading Chinese energy company with business units involved in hydrocarbon recovery and extraction technology, funded the Beijing Site (total $11.5 Million Canadian dollars) - 2014

**MEXICO:** Pedro Joaquín Coldwell, Mexico’s Secretary of Energy announced that Ministry of Energy, Mexico (SENER) has allocated $12-million for Mexican organizations to collaborate with the University of Calgary on energy research and education – 2015/16
Governance

International Strategy Committee
Chair: University President

- China
- Middle East
- Germany
- Council/Regions of Emphasis Councils
- East Africa
- USA
- Mexico

Countries/Regions of Interest Council
Chair: Vice-Provost, International

Council of Associate Deans/Directors International
Chair: Vice-Provost, International

Faculty-specific Organizations
Creating and maintaining incentive structures at the level of Faculties and students
- International Differential Fee
- Funding Models for faculties benefit
- Allocate funding for international activities
Programs Developed with Faculties

- Articulation Programs
- Dual Degree Models (Graduate Level)
- Short-term Training Programs
- International Development Programs
Regional Advisory Councils

- China
- Mexico
- USA
- Germany
- East Africa
- Middle East
University of Calgary – China Relations

- **824** Chinese students
  - including **107** CSC students
- **68** academic partnerships with **31** universities
- **20** incoming exchange students
- **47** faculty with at least 1 degree
- **1100+** alumni
- **16** articulation agreements
- **1439** joint research publications (2011-2016)
- **8** research agreements
- **1st** in the world: Beijing Energy Research Site

*Includes data from China, Hong Kong and Taiwan.*
Increased from 9 to 38 positions in 3 years  
(Without Recruitment and Student Advising Staff)
1. Establish a **Global Research Initiative** in one of the strategic research themes of the universities
2. Promote **PhD cotutelle/Dual Masters**
3. Design the exchange opportunities for undergraduate students from both universities to *study* one semester, and then spend the 2nd semester in a **research internship**
4. Joint **research projects** and increase the faculty exchange; and if feasible, to collaborate with **industrial partners** or foundations from both Canada and the partner country.
5. Identify and develop **international development opportunities**
Current Initiative

- A Strategic University Partnership Model between Two Young Universities
- Led by the Executive Leaders of both Universities
- Exploring Faculty and University level collaborations
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