International Partnerships in Continuing Engineering Education: Best Practices and Considerations for Future Global Expansion

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ASEE CIEC 2015 - Palm Springs, California
The University of Kansas
University of Delaware
What we are going to do today...

- Questions for you
- Challenges and Opportunities
- Case Studies
- Our thoughts
- Your thoughts
What we are going to do today...

Questions for you

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Let’s Start With the Discussion

How many of you have experience with international partnerships?
What struggles have you had?
Are they worth the effort, in your experience?
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Globalization of Professional Development

Globalization of industries requires globalization of training!
WHY? – for the partnering organizations

**Increase labor skill and employment or employability**

**Stimulate entrepreneurship through teaching and learning**

**Knowledge exchange to promote product and process innovation**

**Raise the profile of an organization**

* - Derived from section 6.1 of European Commission Report
Benefits of Partnerships with Local/Regional Entities in International Locations for the University

Expansion of the brand

http://upload.wikimedia.org/wikipedia/commons/7/74/Multiculturalism.jpg
Benefits of Partnerships with Local/Regional Entities in International Locations for the University

Access of Local Knowledge
Benefits of Partnerships with Local/Regional Entities in International Locations for the University

Sharing your strengths

Negating your weaknesses
Internal Stakeholders

CONTINUING EDUCATION: Service, Train, Revenue Accolades

ACADEMIC UNIT Recruitment, Exchange, Research Partnership

UNIVERSITY: Outreach, Recruitment, Network
The Age of Virtual Connections
The Reality

Hello: Know each other

Understand the culture

Respect each other

Trust each other
Challenge: Cross-Cultural Understanding

High Context

- Mexico
- The Middle East
- Philippines
- Brazil
- India
- Singapore
- Greece
- France
- Austria

Low Context

- Switzerland
- Germany
- The Netherlands
- USA
- Australia
- England
- Italy
- Costa Rica
- China
- Africa (all)
- Japan, Indonesia

Reference:
Susan M. Bray
New Vistas
Toward Shared Vision

- Build TRUST and RELATIONSHIP
- Develop Strategy
- Get Institutional Commitment
- Define responsibilities with caution
Challenge: Business Practices
## Doing Business with Other Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Ease of Doing Business</th>
<th>Trading Across Borders</th>
<th>Enforcing Contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>7</td>
<td>16</td>
<td>41</td>
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<tr>
<td>UK</td>
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<tr>
<td>China (Mainland)</td>
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<td>Russian Fed.</td>
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<tr>
<td>India</td>
<td>142</td>
<td>126</td>
<td>186</td>
</tr>
</tbody>
</table>

Based on 189 countries

Source: Doing Business Project (2014), a joint project between the International Finance Corporation (IFC) and The World Bank
Challenge: Legal Considerations

• General terms and conditions that are not specific to training
• Risks associated with abiding by foreign laws
Types of International Contracts

• Memorandum of Understanding
• Memorandum of Agreement
• Client-Side Contractual Agreements
• Purchase Orders with Terms & Conditions
• Anti-Corruption Agreements
• Non-Disclosure Agreements/Proprietary Information Agreements
• Negotiation Records
Question for YOU

What other legal issues have you experienced in international partnerships?
Challenge: Learning Styles

Learning Styles

• Interactive versus Instructor Led Classroom

• Asynchronous versus Synchronous Online Learning

• Teamwork versus Individual Work
Learning Styles are Different

• Learning is deeply embedded in culture
  – Understand how people learn in other countries
• Change teaching style
• Overcome language barrier – How?
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Case Study #1

• Commercial Aircraft Company of China (COMAC)
• Chinese aircraft manufacturer
• Need to train engineers beyond what is available in China
• Desire to send them to the United States for cultural knowledge gain
• Very difficult negotiations on pricing and legal framework
Challenge: Contractual Negotiations

USA: Tightly defined terms, conditions, liabilities

China: Flexible verbiage, partial settlement of issues

KU

COMAC/SAACC

Be Nimble

Agreement

Relationship
Bray-Scalzo Partnership Model in International Partnerships
Bray-Scalzo Partnership Model
UCEA CHER, Vol. 69, 2005
Designing the Partnership (Bray-Scalzo Model)

• Why?
• What?
• $$$$$$
• Who?
• How?
Case Study #2

- European government organization
- Training academy for a European military
- Desire to “lock in” prices for four years – Risky!
- Training to occur in Europe and the United States
- Need for follow foreign law
Case Study #3

- British engineering firm with training arm in Australia
- Uses training as a profit center by re-selling classes
- Any additional spots are used for internal staff
- Marketing done by both partners for maximum success rate
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Know the Potential Pitfalls of International Partnership

• Can often have a high cost in human capital
• “Culture Clash” between university and industry
• Share the risk
Understand Your Partners’ Needs

Know Their Goals
Understand Their Culture
Fulfill Their Objective
Make sure it benefits all parties
Try to justify expenses for face-to-face visits
Determining Success

- Did the partner get what they needed?
- Did you get what you needed?
- Were the learning objectives reached?
- Were the financial objectives reached?
LESSONS LEARNED
Four Factors Leading to Success

• It’s not about money; Relationships matter
• Think win-win (shared vision)
• Compliance a must
• Know how people learn
  - Cultural Quotient
THANK YOU!

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References

