From transactional to transformational partnerships in Higher Education

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Inspiration/Rationale for Session Topic

• IAU findings about the disconnect and/or discontent with internationalization expressed by HEIs from different regions
  – Perceived risks
  – Differences in expected benefits
  – Need to ensure equal sharing of benefits

• Presentations by HEI leaders from developing or emerging nations about the unequal power relations in international partnerships

• IAU work on principles and values as integral part of internationalization

• IAU-MCO Guidelines for code of ethics in higher education

• Importance of partnership for fruitful collaboration
A few quotes

‘... partnerships are more like a business relationship driven either by a desire to tap into available resources or at best an expression of corporate social investment’
- Adam Habib (2012), then deputy vice chancellor University of Johannesburg, now VC Wits University

‘Asymmetry of benefits and partnership, with benefits accruing mostly to well-resourced, developed country university partner’
- Tan Chorh Chuan, (2014), President, National University of Singapore
“Building international linkages and cooperation on the basis of core values of academic freedom, institutional autonomy and related local and global responsibilities to society;

Ensuring that short-term as well as long-term impacts on each participant and wider society are taken into consideration when collaboration is being planned;

Placing shared interests, pursuit of mutual benefits and avoidance of adverse effects at the core of all international exchanges.”
Affirming Academic Values in Internationalization of Higher Education: A Call for Action (2012)

• Affirmation of reciprocal benefit, respect, and fairness as the basis for partnership.

• Continuous assessment of the impacts – intended and unintended, positive and negative – of internationalization activities on other institutions.

• http://www.iau-aiu.net/content/complete-list
Transactional vs Transformational Partnerships (some signs)

Transactional partnerships
- Driven by the pursuit of individual purpose
- Often based on external funding
- Stable, but unlikely to achieve growth and development for either party
- Usually short-term
- Accountability rests with one partner
- Fairly rigid rules set from outset

Transformational partnerships
- Works towards mutual benefits and new ways of changing realities
- Sets challenging expectations, and in doing so motivate others to do more than they intended
- Expected learning by all
- Shared decision making
- Flexibility

Adapted from Jude Butcher, Michael Bezzina, Wendy Moran 2011
Two Case Studies

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