



Why Collaborate or Build Alliances

To accomplish something for which you do not have the resources (to do something faster, better, cheaper)

- Drive down costs
- Enhance competitive position
- Innovate/acquire new knowledge



Examples of Collaboration to Deepen Internationalization

Cooperatives for regional recruiting of students

Shared research

Shared learning & language centers

Coordinated student support

Shared investments in 'bricks & mortar'



How Consortia Can Advance an International Agenda

Use the convening power of the group to attract attention –
escalate action

Pool resources to advance an issue more quickly

Spread the risk

But there are challenges:

- Timing (uneven needs/attention)
- Investments (some richer than others)
- Joint decision making is time consuming
- The closer you get to the core mission the greater the impact and the greater the challenges
- Selection of partners is critical



Complications of internationalization

- Requires coordination with other entities outside the group
- Unpredictable nature of the new partnerships
- Cultural differences
- Differences in legal systems (i.e. concepts of intellectual property may differ; owning or renting property; hiring staff)



COMMITTEE ON INSTITUTIONAL COOPERATION

Twelve universities collaborating...



"Sometimes I think the collaborative process would work better without you."



Predictable Patterns of Collaboration

Research Shows:

- Collaboration can be powerful – but 60% of all partnerships fail
- For those partnerships that survive, the partners are more likely to have repeated contracts in the future (familiarity breeds trust and drives down transaction costs)



Predictable Patterns of Collaboration

➤ Lessons?

- The system for establishing and managing the partnership can make or break the initial transaction
- Have tolerance for failure (not all your efforts will succeed)
- Seize and build upon even modest success to set stage for next collaborative transaction



Large Groups of People Act in Unpredictable Ways

Groups are rarely capable of acting

Someone must:

- Establish trust
- Support decision making
- Provide a coherent context & transparent system for action



Be patient – but know when to exit

- There is a transaction pace
- Benchmark that pace and improve it
- Constantly assess and evaluate
- Always have an exit strategy



“Only connect. That was the whole of her sermon”

E. M. Forster, Howards End