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**Quality, Public-Private Partnerships, and the Internationalization Agenda:  
Possibilities and Pitfalls**

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**Agenda**

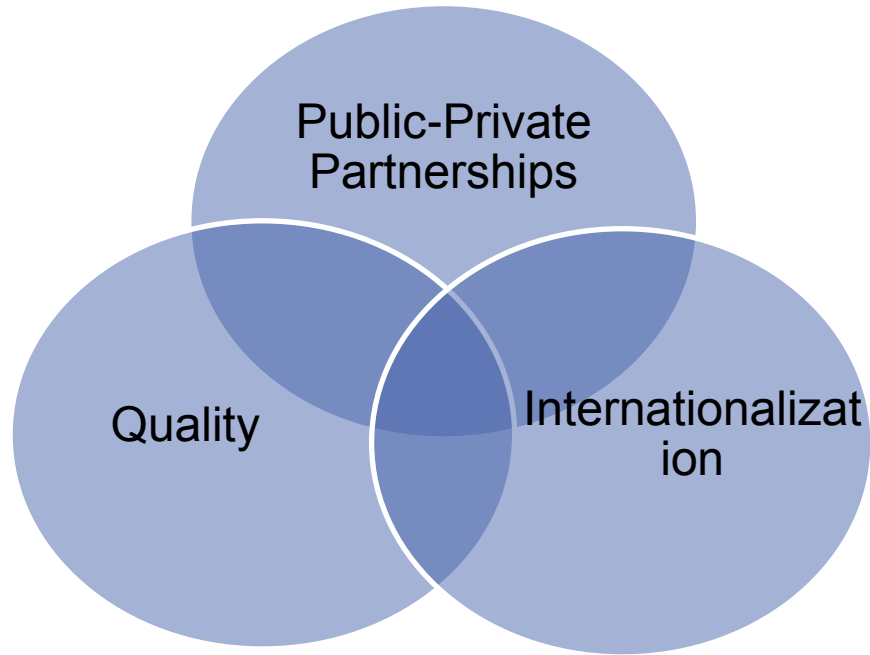
- A word about CIHE
- Quality: a fundamental factor
- Public-private partnerships: a new frontier
- Internationalization: a means to an end
- Possibilities and pitfalls

**Boston College Center for International Higher Education (CIHE)**

- Founded in 1995
- Dedicated to advancing knowledge about the complex realities of higher education in the contemporary world
- Promotes the belief that an international perspective is needed to foster enlightened policies and practices in higher education

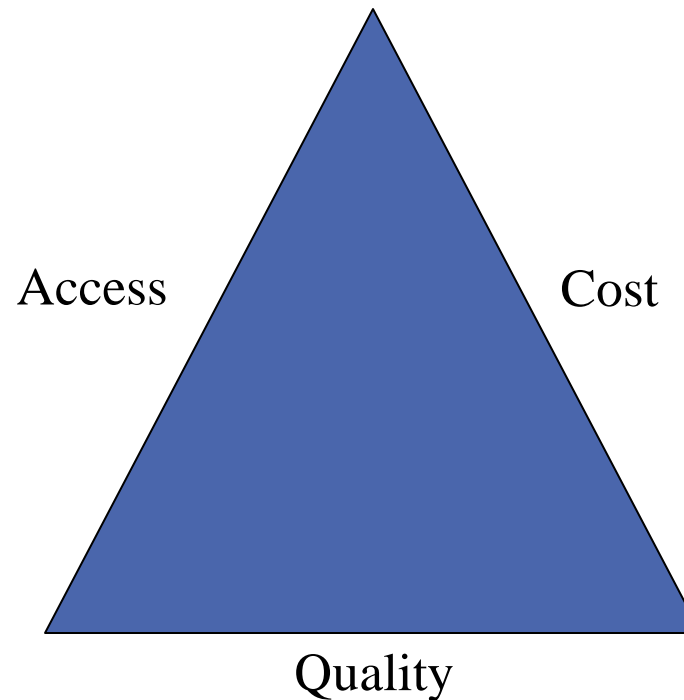
**Defining quality in higher education**

- Inputs
- Outputs
- Products
- Processes
- Value for money
- Fitness for purpose



➤ Value added

“Iron Triangle”  
Daniel (2009)



#### Quality: Possibilities and Pitfalls

- Quality really matters
- There is an enormous and evolving body of knowledge related to quality in higher education and a growing cadre of quality experts
  - Certain kinds of quality are being unfairly privileged
  - Real danger of “quality fatigue” and incomplete/distorted understandings
- Quality in higher education is notoriously **difficult to demonstrate, highly contextual**, and has **short-term, mid-term, and long-term** dimensions: **ENORMOUS COMPLEXITY**

#### Defining public-private partnerships

“...risk sharing relationship based upon an agreed aspiration between the public and private sectors to bring about a desired public policy outcome.” (Commission on UK Public-Private Partnerships, as cited in Patrinos, 2007)

“...cooperative venture between the public and private sectors, built on the expertise of each partner, that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards.” (Canadian Council for Public-Private Partnerships, as cited in Patrinos, 2007)

### **Why do public-private partnerships in higher education matter?**

Increasing demand for higher education: massification

Decreasing public support for higher education

- 1) Cost-sharing
- 2) Privatization

Increasing demand for responsive and relevant higher education:

- Differentiated systems
- Innovative approaches to learning/teaching
- Relevance to the labor market

### **Public-private partnerships: Possibilities and Pitfalls**

- i) Increasing openness to experimentation and innovation
- ii) Strong possibilities for mutual learning across the public-private (for-profit/not-for profit) divide  
Significant risks for misunderstanding and miscalculation  
Potential destabilization of core public higher education values worth preserving and nurturing

Public-private partnerships make **good pragmatic sense** but they require **thoughtful design, clear parameters/ boundaries, careful monitoring. SYNERGY OF VALUES IS KEY**

### **Defining internationalization**

“...the process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education.” Knight, 2003)

“...the **intentional** process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, **in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society.**”

(de Wit, Hunter, Howard, Howard, & Egron-Polak, 2015)

### **I. Internationalization at home (IaH)**

“Internationalization at Home is the purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students within domestic learning environments.”

“Everything except mobility...”

(Beelen & Leask, 2015)

### **II. Internationalization abroad**

#### **Why does internationalization matter?**

All students, faculty and staff live and work in an increasingly interconnected globalized world

- as professionals - economic beings
- as citizens - social and human beings

Solving the big problems of the world (which have global and local dimensions) will require individuals and/or institutions with:

- international and intercultural knowledge

- intercultural communication skills and critical thinking
- a commitment to ethical practice, global responsibility, local action (Adapted from Leask, 2015)

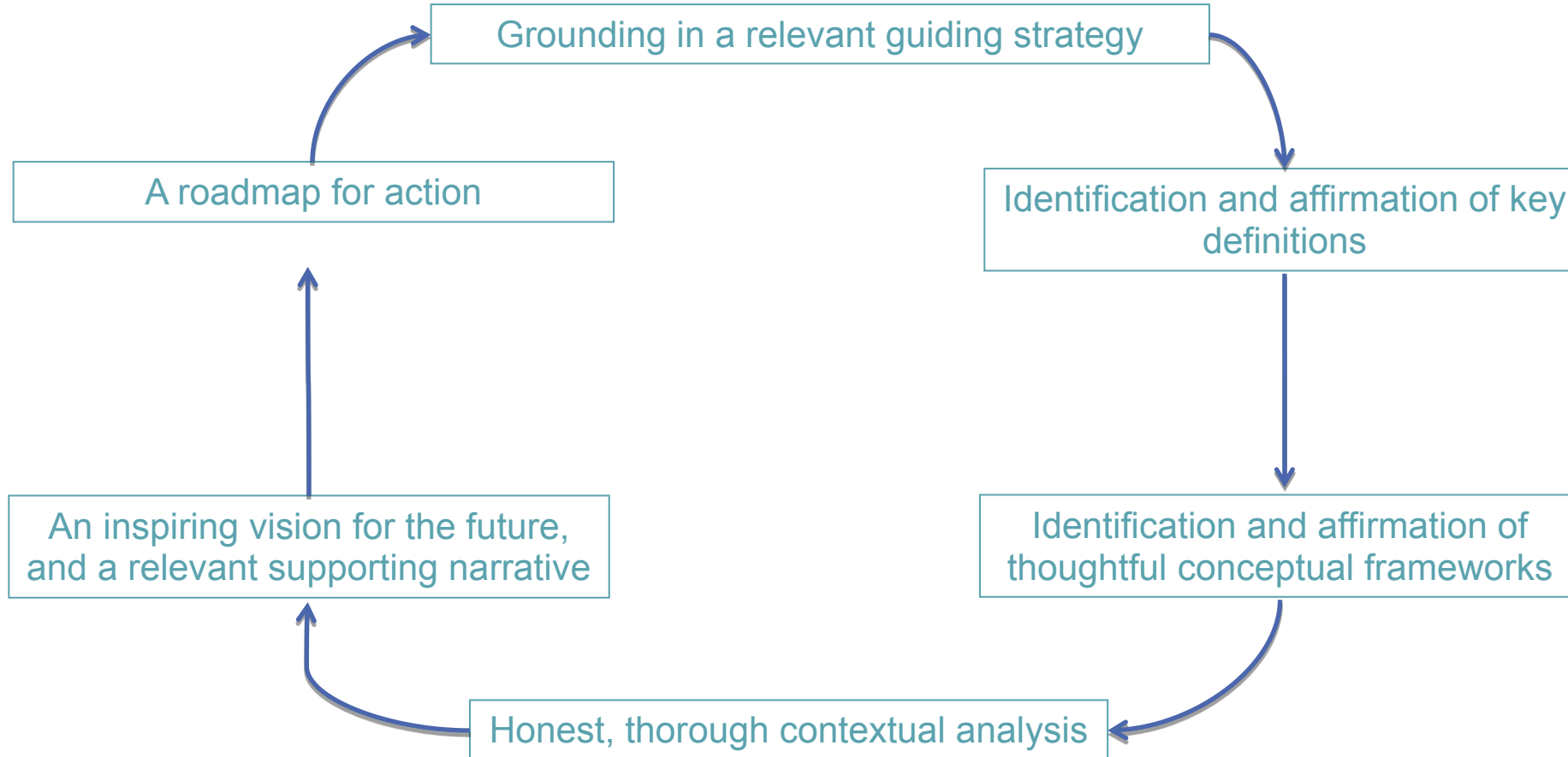
### **Internationalization: Possibilities and Pitfalls**

- Internationalization can be developed and leveraged in so many different ways
- Internationalization provides real pathways to enhance quality and presents new opportunities for public-private partnerships

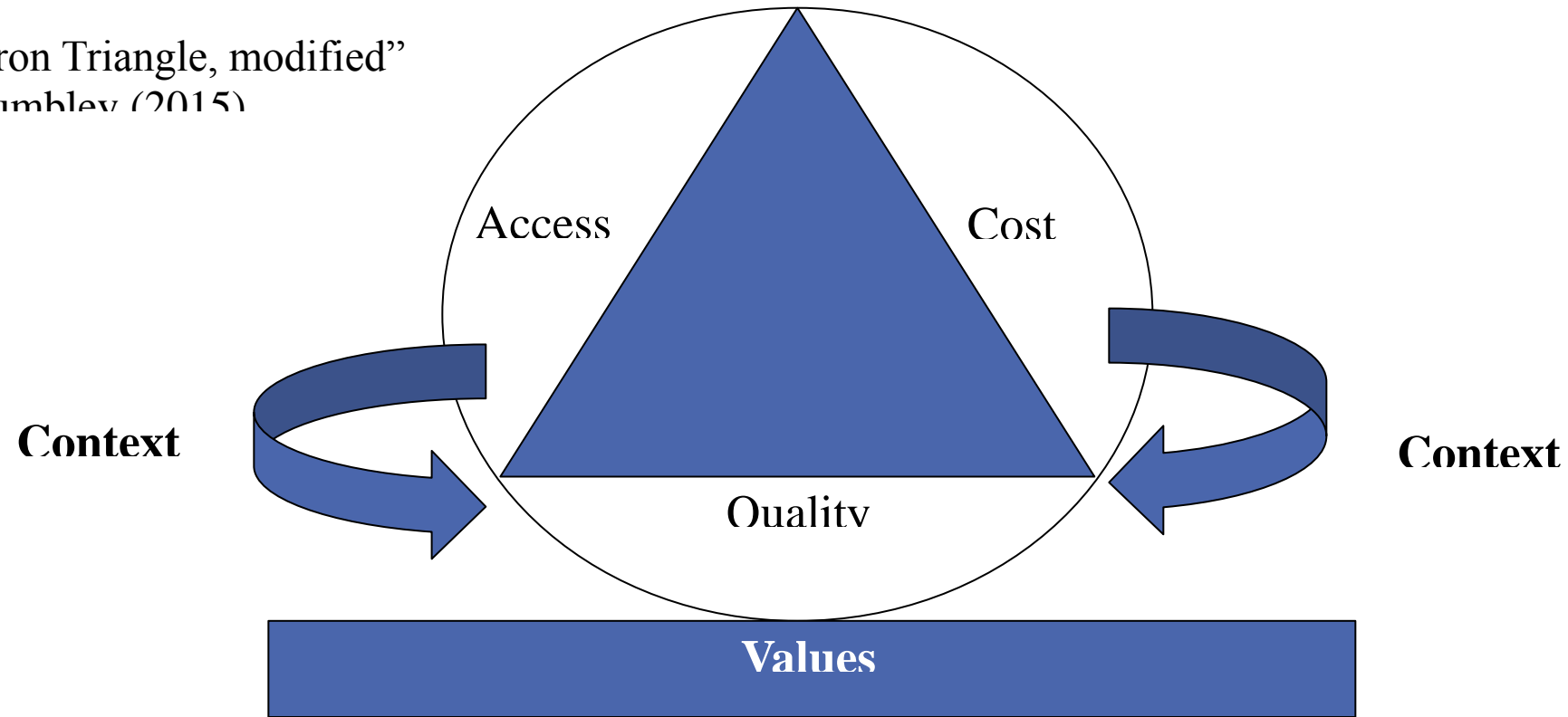
Internationalization is being used in many contexts as a (superficial) end in itself, rather than a means to an end

Internationalization is a rapidly commercializing sector

- Internationalization is today an **accessible, mainstream** phenomenon, offering a **“world of opportunity”** to **many different kinds of stakeholders**, but must be **contextually relevant** to be **successful and sustainable**.  
**RELEVANCE IS CRUCIAL**



“Iron Triangle, modified”  
Rumbley (2015)



Many thanks for your kind attention