

## UWS Guidelines on International Partnerships

UWS guidelines on the selection of suitable International Partnership territories and partners

These guidelines help us evaluate new partnership proposals.

### Selection criteria for education partners

We consider the culture, political and economic environment of potential countries when selecting new partnerships. We also consider regulatory environments, market trends and sustainability.

### Selecting Countries

Some questions we consider when assessing country viability for a potential new partnership:

- Do we have current partners in the country or region? If so, are these partnerships stable? Will further partnerships impact other current partners in the country?
- Does the country have a stable, predictable and transparent legal and regulatory regime?
- What is the GDP per capita?
- Is the regulatory regime for higher education stable and transparent?
- Are there any ethical considerations relevant that may impact on the university's reputation by working in the country?
- Does the country have a legal and regulatory regime that is compatible with the UWS truth "we are an inclusive organisation that welcomes and values diversity"?
- Are corruption and lack of transparency likely to be issues if operating in the country?
- Are there any current strategic government support schemes or initiatives driving partnership developments with UK universities?
- Are other UK universities or overseas institutions already partnering in the country?
- Has the British Council or other organisation identified a market for the partnership activity in the country?
- Are there good levels of English language ability from secondary education leavers?
- Is there an understanding of, and value for, Western traditions of Higher Education?

### Selecting Partner Institutions

The UWS International Partnership strategy outlines some key objectives when considering new partnerships.

- **Subjects defined by market** – multi-subject partners are preferred, however, we are sensitive to market forces.
- **Diversification needs** – we prefer to diversify our international provision in terms of country and partners as this reduces institutional risk; we prefer more mid to large size partners.
- **Sustainability and Viability** – the minimum numbers agreed must be shown to be sustainable over a five-year period to warrant the significant investment in partner set up costs.
- **Multi- School goals** – ideally, new partners should provide potential for expansion of provision across more than one School but we consider local market needs, diversification and sustainability when assessing the long term potential of a new partnership.

- **Selecting Strategic Partners** – we prefer to focus on one strategic partner within any given country, or in larger countries adopt regional partners so we do not cannibalise our provision and create competition internally.
- **Alignment with the UWS 2025 Strategy** – the UWS 2025 Strategy guides all activity of the university and thus we endeavour to develop international partnerships that enhance the core principles of our strategy.

### Some of the questions we consider:

- What is the strategic reach of the partner in terms of local recruitment and reputation? Is the reputation of the potential partner greater than or equal to our own within the local region?
- Are there other partners in the same geographic location? How does the reputation of these partners compare to our own?
- Has the partner worked with other institutions to deliver TNE? If yes, what was the previous partner's experience; why is the institution looking for a new partner? Do they intend to retain the existing partner and if so, what is the impact on potential recruitment targets?
- Are there synergies in educational priorities between our two institutions? Does the potential institution share our educational ethos?
- Is there opportunity for strong collaboration – broad and deep partnership opportunities leading to programme development and research partnership?
- Is the partnership sustainable? Do recruitment targets look realistic compared to current student recruitment and the in-country market?
- What is the ownership status of partner? Is it a private or public organisation? Does it have stable financial backing?
- Does the institution have realistic expectations about minimum cohort size and fee rates bearing in mind University requirements?