Public Private Partnerships in Higher Education

Andrew Colin
Chairman, INTO University Partnerships
Will you still need me, will you still feed me .......... when I’m 64
‘...there is a single operating principle: the use of partnerships and collaboration among sectors with the objective of developing the resources and capacity to address our public needs in an environment of scarcity.’

National Association of Public Administration and American Society of Public Administration
What keeps university presidents awake at night?

400 presidents and chancellors of four-year colleges report that, now more than ever, finances dominate what college presidents think about on a daily basis.

Source: Chronicle of Higher Education 2013
Downwards pressure on public funding for higher education

“In the last five years, all but 12 states in the USA, suffered major public spending cuts on higher education. In Arizona, expenditure was cut by 36%”
Let’s remind ourselves of the opportunities

TOTAL NUMBER OF STUDENTS IN HIGHER EDUCATION
- LARGER THAN THE POPULATION OF RUSSIA OR NIGERIA

164.7m 2009
262m 2025 [forecast]
28m 1970

SOURCE: OECD, EDUCATION AT A GLANCE 2011

EDUCATION BEYOND BORDERS
STUDENTS STUDYING OUTSIDE THEIR HOME COUNTRY

SOURCE: OECD, EDUCATION AT A GLANCE 2011
The INTO Mission

Through innovative partnerships with leading universities, we expand opportunities for higher education, ensuring student and staff success and transforming lives.
Our network spans three continents
The starting point at UEA
The INTO model: Evolving beyond pathways

Higher Education Delivery

- Undergraduate medical programmes with Saint George’s
- Undergraduate and masters degrees in China
- London Academy of Diplomacy
- Fully integrated US higher education

Infrastructure

- In excess of £200m invested in infrastructure projects in the United Kingdom and the United States

Online Learning

- New suite of online Masters degrees in English Language Teacher training
- Developing content for Future Learn
15,000 students will enrol this year

supporting 9,000 jobs in local and national economies.
INTO students will contribute £100m in fees to UK universities this year*

*Estimate based on 2012/13 progressing students from INTO’s UK joint ventures

£383.4m
Growing enrolments at **six** times the US average

- Oregon State University: +78%
- State average: +32%
- US average: +13%
- Florida: +34%
- State average: +10%
“The additional revenue from our partnership with INTO has allowed us to invest in 75 new members of our tenure track faculty and support staff to complement those hires this year and next.”

Mark McCambridge
Vice-President for Finance and Administration
Oregon State University
INTO Newcastle - a case study

• New undergraduate enrolments outperforming Russell Group and sector averages

• 1300 students have progressed to the University from INTO courses in 2013

• £102m in progressed tuition revenue (£86m to Newcastle University)

• £42m in revenue from academic programmes only
Over £200m invested in the student experience

INTO University of East Anglia

INTO University of Exeter

INTO Newcastle University

INTO Oregon State University
25,000 students have progressed to UK higher education
Nine of the UK’s top ten universities admit INTO students
Students in US partners out-performing domestic cohorts
Three of I-graduate’s most highly recommended experiences are in INTO Joint Ventures

Nine out ten INTO students would recommend the experience to their friends.

INTO Arrival survey
Autumn 2013
Adapting and competing

- Adjusting to the disruptive forces of technology through online delivery and MOOCs

- Competing in recruitment through joint appointments

But always looking to broaden and deepen collaboration – the natural order of public-private partnerships
Evolution – the ascent of cooperation
“UK education institutions have a noble history, rooted in the charitable impulses of past generations. To this day, many schools, universities and colleges have charitable status. The governance structures and obligations of charities . . . were not designed to grow rapidly, or to run a network across the world.”
Partnership – some ingredients for success

• Transparent governance and broad representation
  • governing body
  • faculty senate
  • university administration

• Invest in maintaining existing relationships

• Produce and publish consistent performance data

• Shared understanding and clarity on accountabilities

• Respect each others’ legitimate interests as joint-venture partners
Challenges and provocations

• A grand council to consider and design the best models for public-private partnership to transform higher education

• Enhanced management development and training across higher education to develop commercial and partnership skills

• Investment by government in supporting private investors to engage with higher education and particularly to support infrastructure development
Challenges and provocations

• Accept the priority of ethical conduct and recognition of the public good

• Recognise and respect the founding principles of universities as well as the legal and academic framework in which they operate
Putting our money where our principles are…

• INTO is committed to supporting research into public-private sector engagement and the development of credible options for improvement.