

Global Education Dialogues: East Asia Series 2013-14
Reputation Management in Higher Education: The East Asian Context
6-7 March 2014, Tokyo, Japan

**The importance of reputation when
choosing academic partners –
Case studies from NUS on partnerships with
top global universities**

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Abstract

Universities' reputations are becoming popular barometers for students and researchers when choosing the universities in which to live and learn. A great university reputation is hard to build, sometimes taking a century or more in the case of more modern universities. That said, with higher education becoming a fast growth global industry, there has been a vast increase in reputable institutions in recent years, with the forging of global academic partnerships becoming an important part of institutional reputation-building. Against the backdrop of a fiercely competitive higher education landscape, the economic case of collaboration becomes very clear, as universities seek to maximise their output and international visibility without overstretching their resources. In identifying the right partners that would bring value to the partnerships, the proxy is often the university's reputation. The presentation draws from the National University of Singapore's experience of establishing global partnerships with top universities around the world, and explains that while reputation is important and plays a role in the decision-making process, the success of collaboration with its partner universities is contingent on much more. The presentation will examine two innovative cases of deeply structured partnerships, the Duke-NUS Graduate Medical School Singapore and the Yale-NUS College.

Outline

1. Reputation in Global Academic Partnerships
2. NUS Today
3. NUS' Global Partnerships
4. Case Study: **Duke-NUS Graduate Medical School Singapore**
5. Case Study: **Yale-NUS College**
6. Summary

1. Reputation in Global Academic Partnerships

*Reputation is an idle and most false imposition;
oft got without merit and lost without deserving.”*

William Shakespeare, *Othello*

1. Reputation in Global Academic Partnerships

- **A great reputation is hard to build**
- **Vast increase in reputable institutions in recent years**
- **Forging global academic partnerships has become an important part of institutional reputation-building**
- **Economic case for pursuing partnerships is very clear in a fiercely competitive higher education landscape**

2. NUS Today

A global, research-intensive university

- ✓ **16 Faculties and Schools across 3 campuses**
- ✓ **8 NUS Overseas Colleges**
- ✓ **23 Research Institutes and Centres**
- ✓ **3 Research Centres of Excellence + partnership with NTU in a 4th**

Vision

**A leading global university centred in Asia,
influencing the future**

Mission

**To transform the way people think and do things
through education, research and service**

3. NUS' Global Partnerships



3. NUS' Global Partnerships

Education and Research



Global Programmes



Network Partnerships



3. NUS' Global Partnerships

Education & Research



Yale-NUS College

Duke-NUS Graduate Medical School Singapore

Singapore-MIT Alliance (SMA)

The Logistics Institute-Asia Pacific

Masters in Public Policy

Masters in Public Management

Executive Development Programme

German Institute of Science & Technology

French-NUS Double Degree Programmes

International MBA Programme

NYU@NUS Programme

JDP in Actuarial Studies & Economics

Yale

Duke

MIT

Georgia Tech

**Columbia, LSE,
Sciences Po & Tokyo**

Harvard

Stanford

T/u Munich

6 Grandes Ecoles

Peking

New York

Australian National

3. NUS' Global Partnerships

Global Programmes

- **Student Exchange Programme**
 - 300 partner universities in 40 countries
 - > 1,800 outgoing and >1,800 incoming students
- **NUS Overseas Colleges**
 - 8 in US, Asia, Europe and Middle East
- **Short-term Global Programmes**
 - ✓ International Summer Programme (i-SP)
 - ✓ International Internship (i-intern)
 - ✓ International Research Attachment (i-RAP)
 - ✓ Special Programmes

3. NUS' Global Partnerships

Network Partnerships

International Alliance of
Research Universities (IARU)



Association of Pacific Rim Universities (APRU)



Universitas 21 (U21)

ASEAN University Network (AUN)



3. NUS' Global Partnerships

Identifying and Managing Partnerships

- ✓ **What new value can we add to the university experience?**
- ✓ **What are each university's unique strengths and how can the whole be greater than the sum of its parts?**
- ✓ **How do we collaborate successfully?**

3. NUS' Global Partnerships

Identifying and Managing Partnerships

2 case studies:



4. Duke-NUS Graduate Medical School

- What is Duke-NUS?
- Why and how was it established?
- Why was the partnership a success?



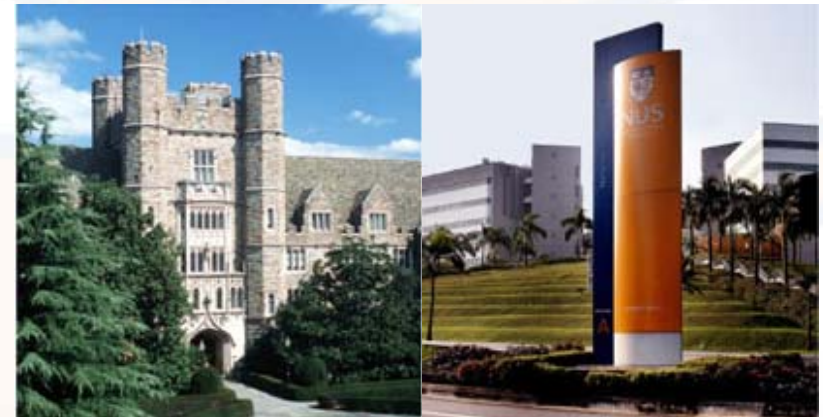
4. Duke-NUS Graduate Medical School

What is Duke-NUS?

- US style medical college in Asia
- Train clinician-scientists
 - ✓ Doctor of Medicine (MD) degree
 - ✓ MD-PhD programme
 - ✓ PhD programme

Unique Features:

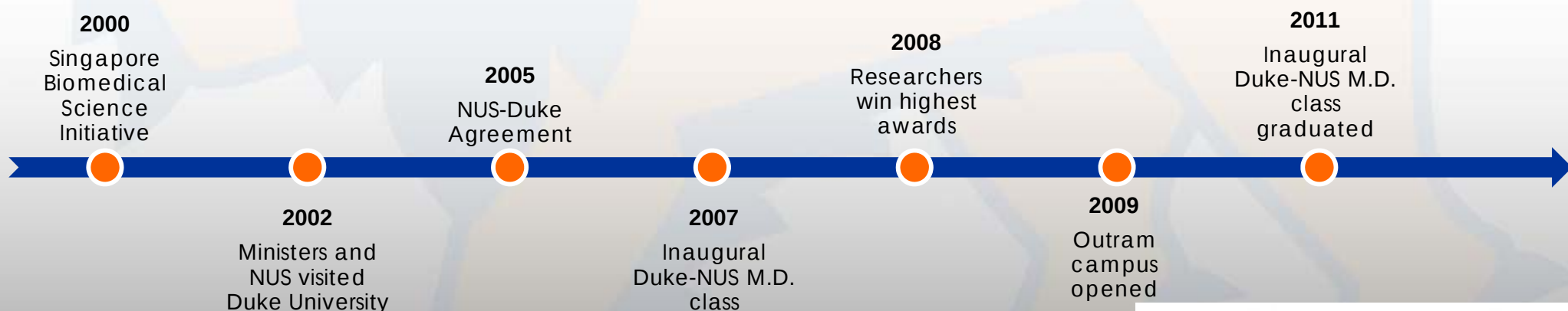
- ✓ Adapted curricula
- ✓ Innovative [TeamLEAD](#) platform
- ✓ Duke & NUS Faculty + International Students
- ✓ Singapore Academic Medical Cluster
- ✓ Service commitment to Singapore



4. Duke-NUS Graduate Medical School

Why and how was it established?

- Singapore as Asia's biomedical hub, and world leader in biomedical research and medical education
- Demand for clinician scientists to support translational research related industries



4. Duke-NUS Graduate Medical School

Why was the partnership successful?

- **Champions**
- **Government and donor funding**
- **NUS as reputable and equal partner**
- **Autonomy for Duke-NUS**
- **Multiple stakeholders**
 - NUS, Duke Medicine, Ministry of Health, Ministry of Education, Ministry of Trade and Industry, A*STAR, Singhealth

5. Yale-NUS College

- Why liberal arts?
- Why Yale-NUS?
- Why was the partnership successful?



YaleNUSCollege

5. Yale-NUS College

Why liberal arts?



“A liberal arts education encourages students to be always open to the vast and various, sometimes contradictory, realms of human experience. This is the kind of learning that shapes mindful individuals, engaged citizens, and enlightened leaders who can navigate across diverse landscapes of knowledge and respond imaginatively to the challenges and opportunities of our time.”

Dr Noeleen Heyzer

Executive Secretary of the Economic and Social Commission for Asia and the Pacific (ESCAP) and Special Adviser of the United Nations Secretary General for Timor-Leste

5. Yale-NUS College

Why Yale-NUS?

- Add to diversity of tertiary education sector in Singapore
- Value of liberal arts education
- Singapore ethos close to Western societies
- NUS and Yale - Unique yet complementary strengths



YaleNUSCollege

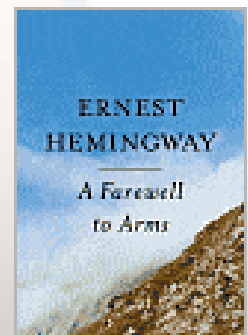
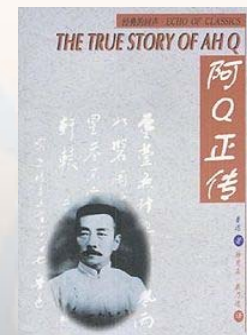
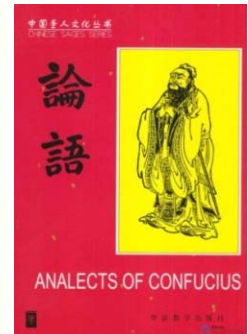
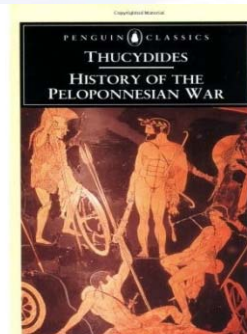
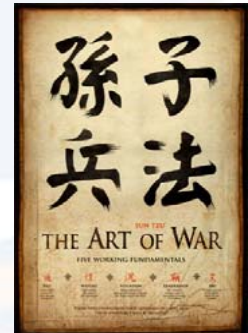
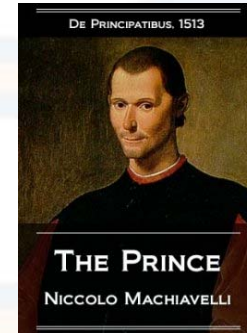
5. Yale-NUS College

A New Model

- Draw on best elements in Western liberal arts tradition
- Contextualised in Asia
- Convey both Western and Asian perspectives
- Influence Asia and re-shape liberal education

Key Features:

- Autonomous college
- 4-year residential liberal arts programme
- Cross-disciplinary, broad-based learning
- Top Yale and NUS Faculty
- International Experience + Internship



5. Yale-NUS College

Why was the partnership successful?

- Unique strengths and complementarities
- Shared vision and strong rapport between Presidents
- History of NUS-Yale partnerships
- Government support



Vision

**A community of learning,
Founded by two great universities,
In Asia, for the world.**



YaleNUSCollege

6. Summary

- **Forging global academic partnerships has become an important part of institutional reputation-building**
- **University reputation is often a proxy in identifying the right partners, but successful collaborations are contingent on more than just reputation**
- **Clear academic complementarity and a shared vision that something distinctive can be created are crucial**



Any questions?

Thank you for your attention!

International Relations Office

<http://www.nus.edu.sg/iro/>