

# Challenges and Achievements:

## How to Foster Meaningful Internationalization and Strategic Partnerships

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# Outline

- Taiwan higher education landscape
- A brief ISU introduction
- A changing environment & institutional strengths
- Working with the government: MOFA
- Working with industries
- Working with overseas university partners

# Taiwan HE landscape

- The **tension between China and Taiwan**
- Limited international status and visibility due to Mainland China's influence.
- Taiwan has **the third lowest birthrate in the world** (from Central Intelligence Agency World Fact Book, 2019)
- Serious birthrate decline with expected enrollment reduction of more than 100,000 within 10 years
- Forecast: 20-40 universities will be closed down within 5 years.
- The education landscape has become very competitive.
- **New Southbound Policy**: Taiwanese universities turn to ASEAN neighbors to offset the decline of local students.
- International partnership has been placed at the center of Taiwan's policy.
- Goal: Double its international students' intake by 2019 to reach 58,000.

# Taiwan's Higher Education Scale

157 higher education institutions

**129** universities

47 public, 82 private

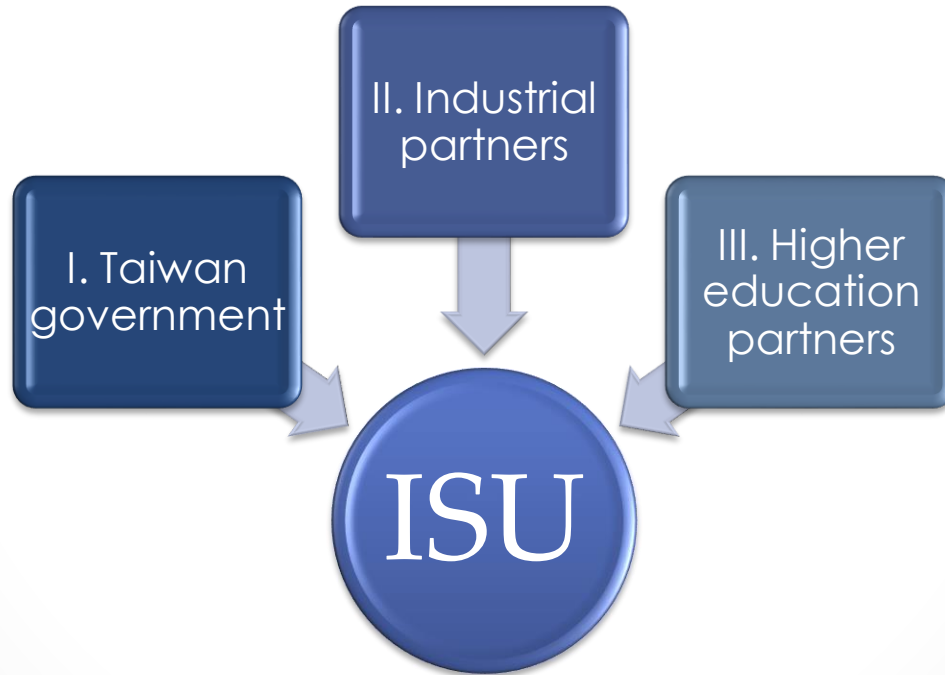
15 independent colleges

13 junior colleges

**1,273,894** students

**47,189** full-time teachers

# Strategic Partnership Search



# About I-Shou University

Established in 1990  
Renamed I-Shou University in 1998



## 8 Colleges

Electrical & Information Engineering,  
Science & Engineering,  
Management,  
Language Arts,  
International College,  
Tourism & Hospitality,  
Communication & Design,  
College of Medicine



## Departments/Programs

42 departments, 18 master's programs,  
7 doctoral programs,  
3 indigenous programs,  
1 MD Program for International Students  
17 programs of Division of Continuing Education,  
2 programs of two-year in-service programs  
and 11 in-service Master's programs.



## Population

16,000 Students  
1,746 overseas students  
552 Full-time teachers  
358 Part-time teachers  
435 Staff members

# Main Campus



# Medical Campus





# Total Number of Overseas Students as of March 2019



1,742 Students from 43 Countries

## Countries represented:

**Asia (1,529):** Hong Kong (365), China (344), Malaysia (321), Vietnam (134), Indonesia (130), Macau (112), Japan (76), Mongolia (25), Thailand (6), Philippines (5), Korea (4), Russia (1), Uzbekistan (2), Bhutan (1), India (1), Iraq (1).

**Africa (76):** Eswatini (71), South Africa (3), Malawi (2).

**Central/North America (61):** St. Lucia (17), Honduras (14), Belize (10), St. Vincent (9), USA (4), Nicaragua (3), Canada (1), Dominican Republic (1), El Salvador, Haiti (1).

**Oceania (42):** Solomon Islands (16), Marshall Islands (10), Kiribati (12), Tuvalu (2), New Zealand, Palau (1).

**Europe (25):** France (12), UK (9), Austria (1), Portugal (2).

**South America (9):** St. Kitts & Nevis (5), Paraguay (3), Peru (1).

# Identify institutional strengths

- We are **part of the largest conglomerate in southern Taiwan** called “E-United Group.”
- We are **one of the four comprehensive universities** in Taiwan with **both medical school and hospital**.
- We possess **dense international networks in East and Southeast Asia**.

# ISU: A member of the Conglomerate

生產事業體  
Manufacturing



教育事業體  
Education



地產及  
休閒事業體



Real Estate &  
Leisure Business

醫療事業體

Medical Services &  
Health Care



# Steel sector



# Educational sector



# Entertainment sector





# Eda World



# Three Hospitals & School of Medicine



- There are three hospitals: E-da Hospital, Cancer Hospital, and Da-Chang Hospital
- Number of Bed: 1250, 600, 100



# Our Sister Schools



549 overseas sister schools  
335 universities & 214 high schools  
**but not all are active.**

# Working with the Government



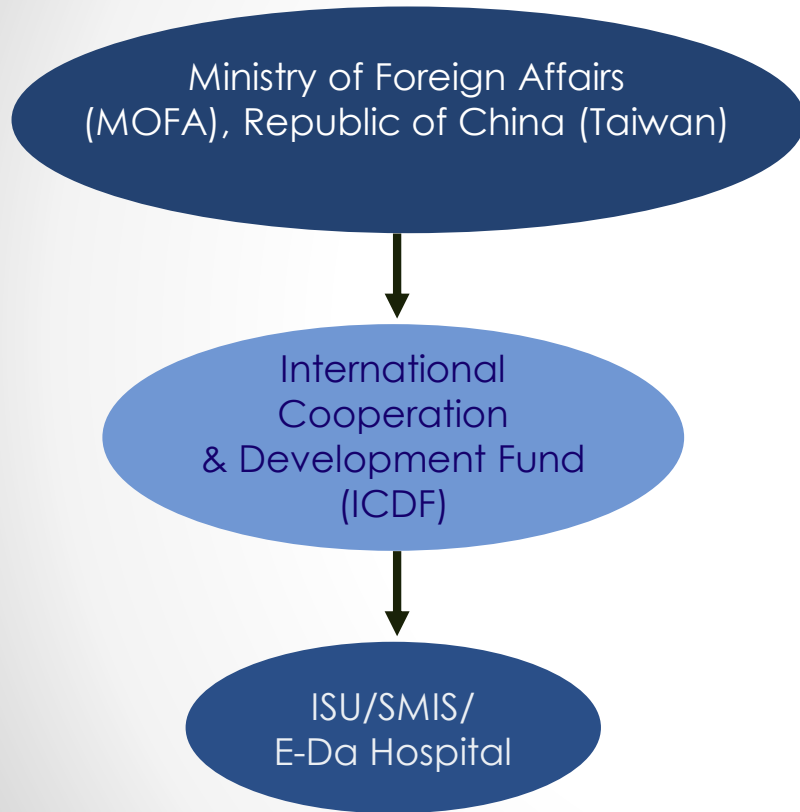
# I. School of Medicine for International Students (SMIS)



# School of Medicine for International Students (SMIS)

- Work with the government:
  - **Ministry of Foreign Affairs (MOFA)**
  - Through International Cooperation and Development Fund (ICDF)
- The government utilizes this M.D. program **to extend soft power** to the countries that possess diplomatic ties with Taiwan.
- Currently, there are 17 countries but **Solomon Islands** is considering to terminate the tie with Taiwan.

# Funding Structure



## Program Funding by MOFA

- Scholarship:  
NTD 500,000-550,000/student/year

## Program Supervision by ISU & ICDF

- Co-supervision between ISU and ICDF
- TMAC (Taiwan's Medical School Accreditation)

## Program Implementation by ISU

- Faculty recruitment
- Facility establishment
- Clinical training in E-Da hospital

# Student Recruitment Priorities

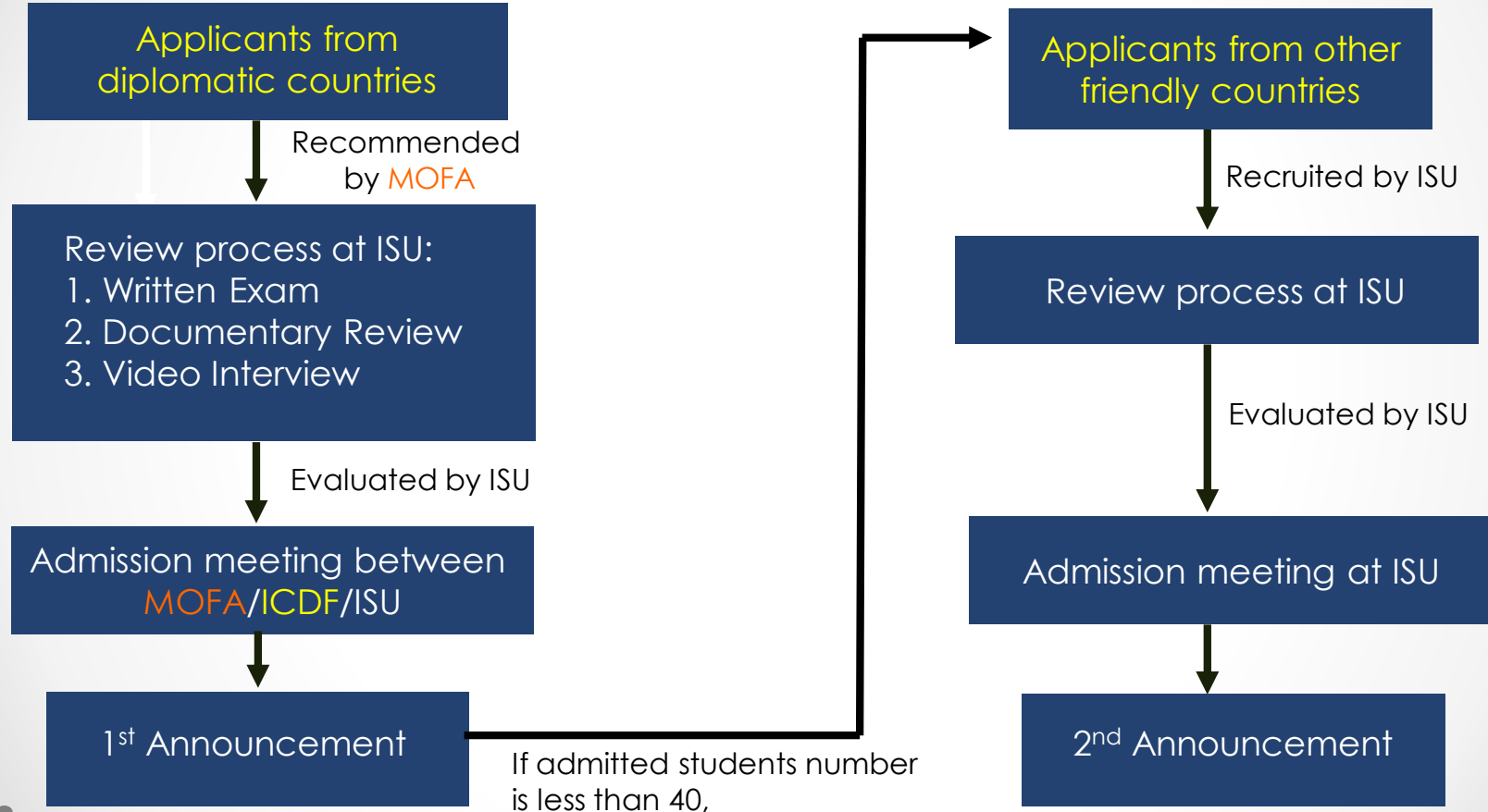
- **First priority: Diplomatic relations (17)**

Kiribati, Republic of the Marshall Islands, Nauru, Republic of Palau, **Solomon Islands**, Tuvalu, Kingdom of Eswatini, Belize, the Republic of Guatemala, Haiti, the Republic of Honduras, Nicaragua, the Republic of Paraguay, the Federation of Saint Christopher and Nevis, St. Lucia, Saint Vincent and the Grenadines, Holy See.

- **Second priority: Friendly relations (8)**

Colombia, Fiji, India, Indonesia, Malaysia, Morocco, Peru and Saudi Arabia.

# Admission Procedure



# Student Demographics

The Total Number of Students from 14 Countries: 159

Central and South America	Caribbean Sea	Asia-Pacific	Africa
Belize: 9 Honduras: 6 Paraguay: 3 Nicaragua: 2	St. Lucia: 16 St. Vincent and the Grenadines: 6 Federation of St. Christopher and Nevis: 5 Haiti: 1	<b>Solomon Islands: 16</b> Kiribati: 12 Marshall Islands: 10 Tuvalu: 2 Republic of Palau: 1	Kingdom of Eswatini: 70
<b>Total: 20</b>	<b>Total: 28</b>	<b>Total: 41</b>	<b>Total: 70</b>

Note: Admission from academic year 2015~2018



# Curriculum Design

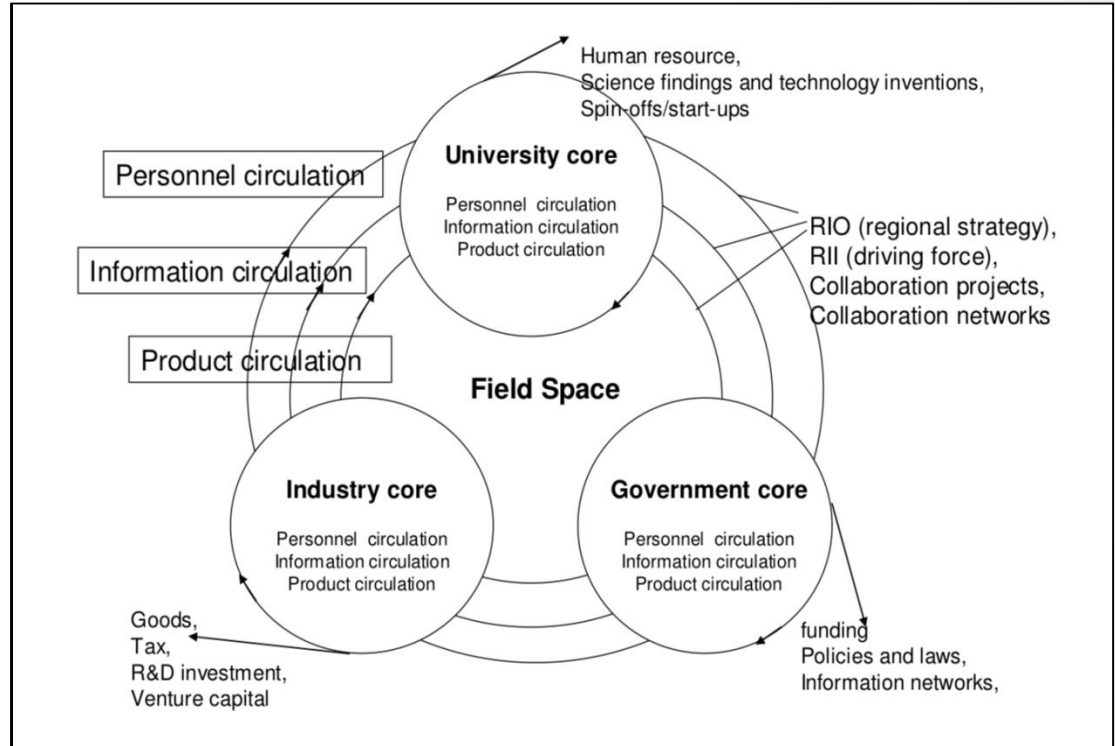
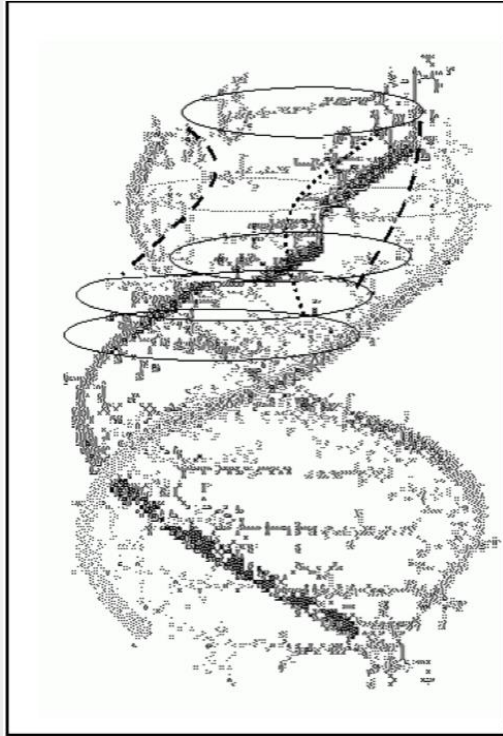
- The **four-year post-baccalaureate M.D. program** takes student-centered approaches, emerging organ-based medical curriculum and emphasizing on outcome-based education.
- Integrated humanities and general education in the curriculum.
- The curriculum is divided into two stages and **all courses are taught in English, which is the only one in Taiwan.**



# Triple Helix Model

- An innovative system in which **university-industry-government are connected** in order to promote an optimized joint venture.
- Each sphere gains increased ability to interact, collaborate and support innovation that arises in spirals.
- The role of universities in relation to the **political and economic infrastructure** of the larger society.
- **The creation of integrating mechanisms** among universities, industry, and government.

# Triple Helix Circulation



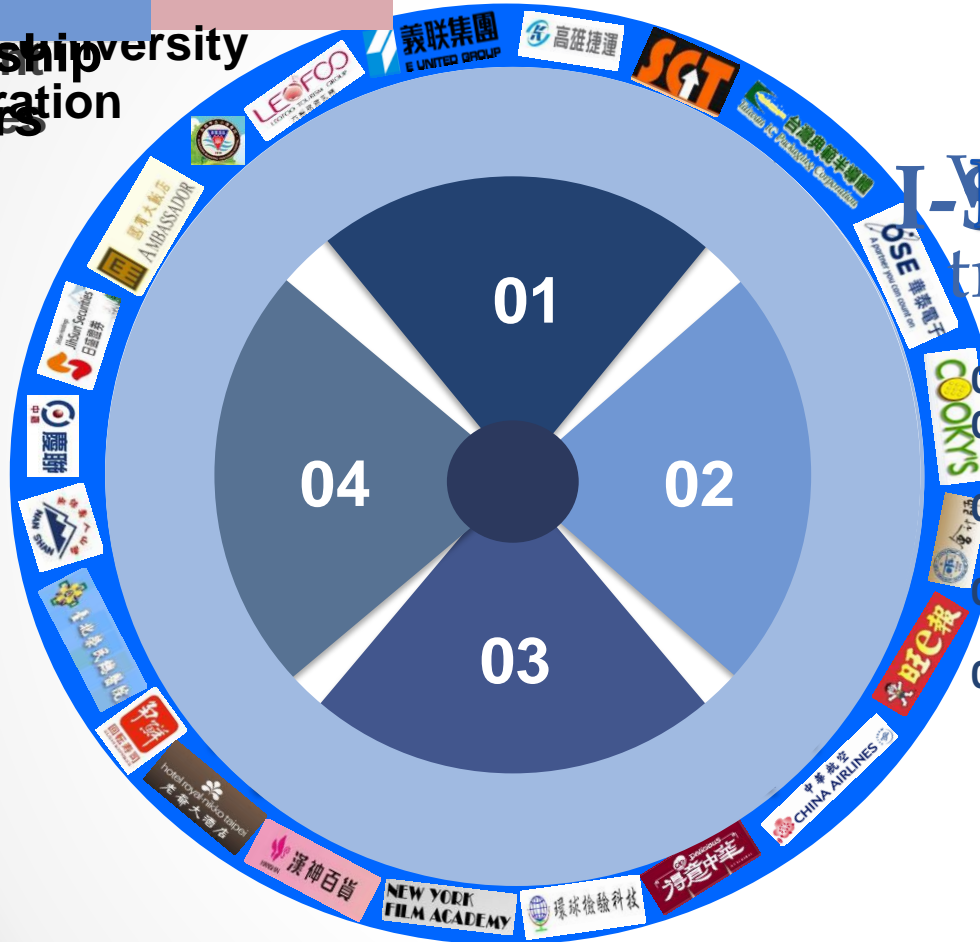
# Working with Industrial Partners

## II. Industry-University Collaboration

- Work with companies **in and outside** of E-United group including **domestic and foreign**-affiliated companies.
- The set up is conducive to overall development of the university.
- There is a **high synergy** in which all elements are interconnected as an integral part.

# Internship University Collaboration Centers

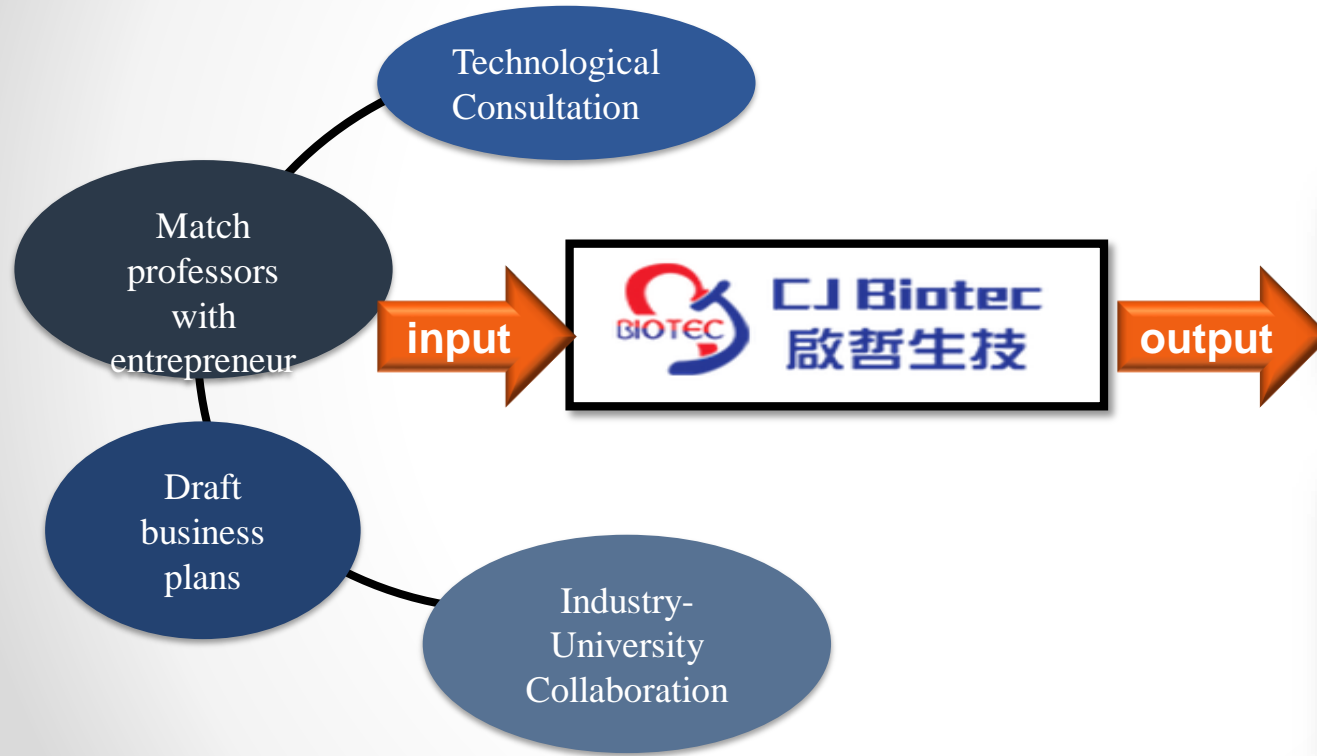
# An Interconnectedness with High Synergy



# E-United Group Over 400 Industry- University Alliances and Overseas and Domestic Training opportunities

- 01 Intelligence profiles
- 01 Manufacturing and
- 02 Multiple training center
- 02 College of science and
- 03 Business Administration center
- 03 College of Management
- 04 Training and learning research
- 03 Tourism and Leisure
- 04 College of Arts
- 05 Cultural and development
- 05 College of Medicine
- 04 Clinical Teaching Educational
- 06 College of Business
- 05 Enterprise Management
- 08 College of Communication and Design

# Case I: Setting up a new biotechnology company



Get research grants



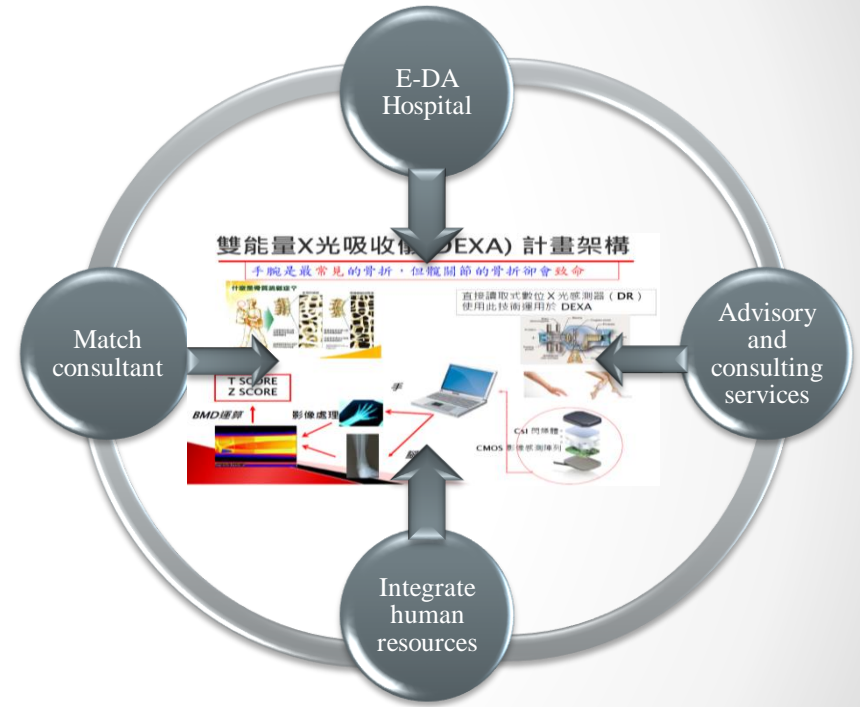
Industry-University Collaboration



Products exhibition

# Case II: Assisting a traditional enterprise to advance in technology

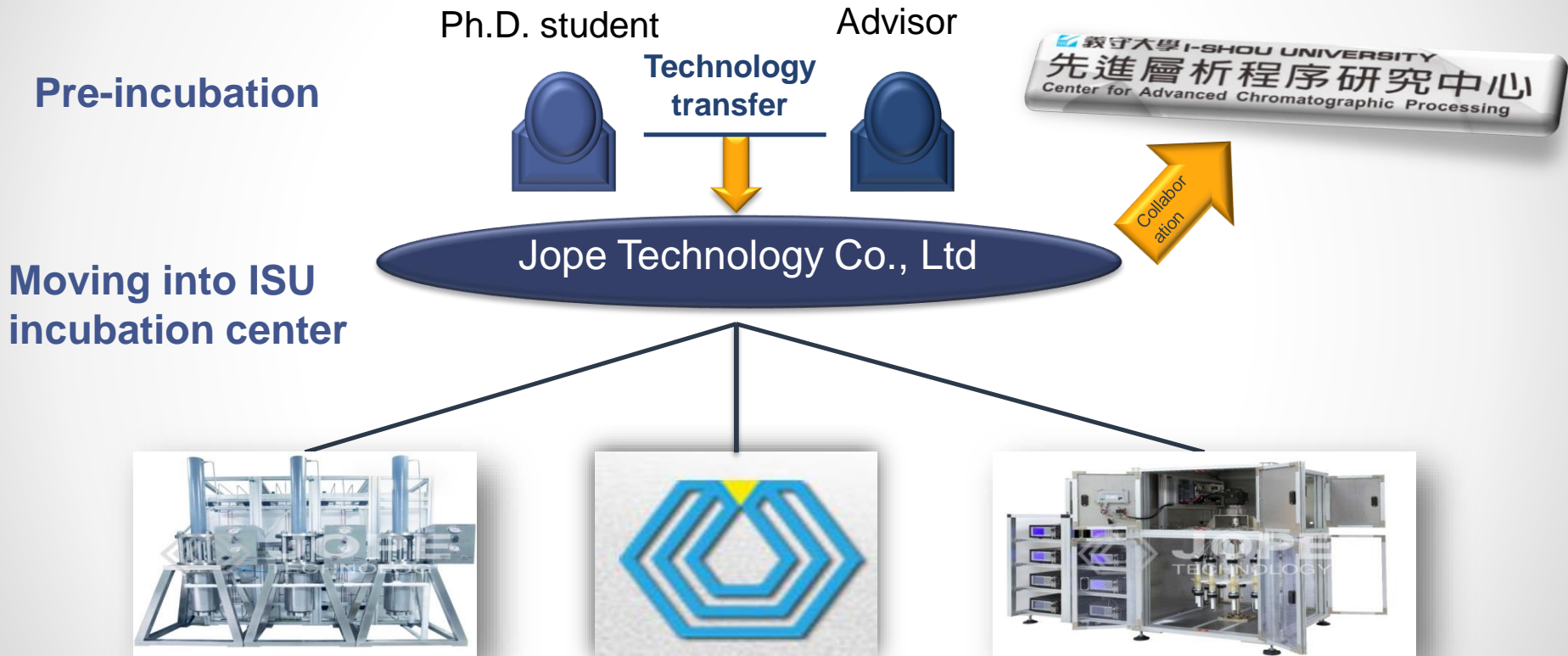
**STT** Sin Tin Technology Co., Ltd.



Assist enterprise transformation from traditional equipment manufacturer into biomedical field



# Case III: Starting up business: Teacher and student collaboration



## Amount of Grants and Funding from the Government and Enterprises at ISU Incubation Center

Source of funding	2015		2016	
	No. of case	Amount (NTD)	No. of case	Amount (NTD)
Government	58	47,018,246	166	42,839,339
Enterprise	133	125,857,099	144	200,268,310
<b>Total</b>	<b>191</b>	<b>172,875,345</b>	<b>310</b>	<b>243,107,649</b>

**Leonardo**  
**Indonesian**  
**Sophomore**



**Ming**  
**Vietnamese**  
**Junior**



**Yohan**  
**Malaysian**  
**Sophomore**

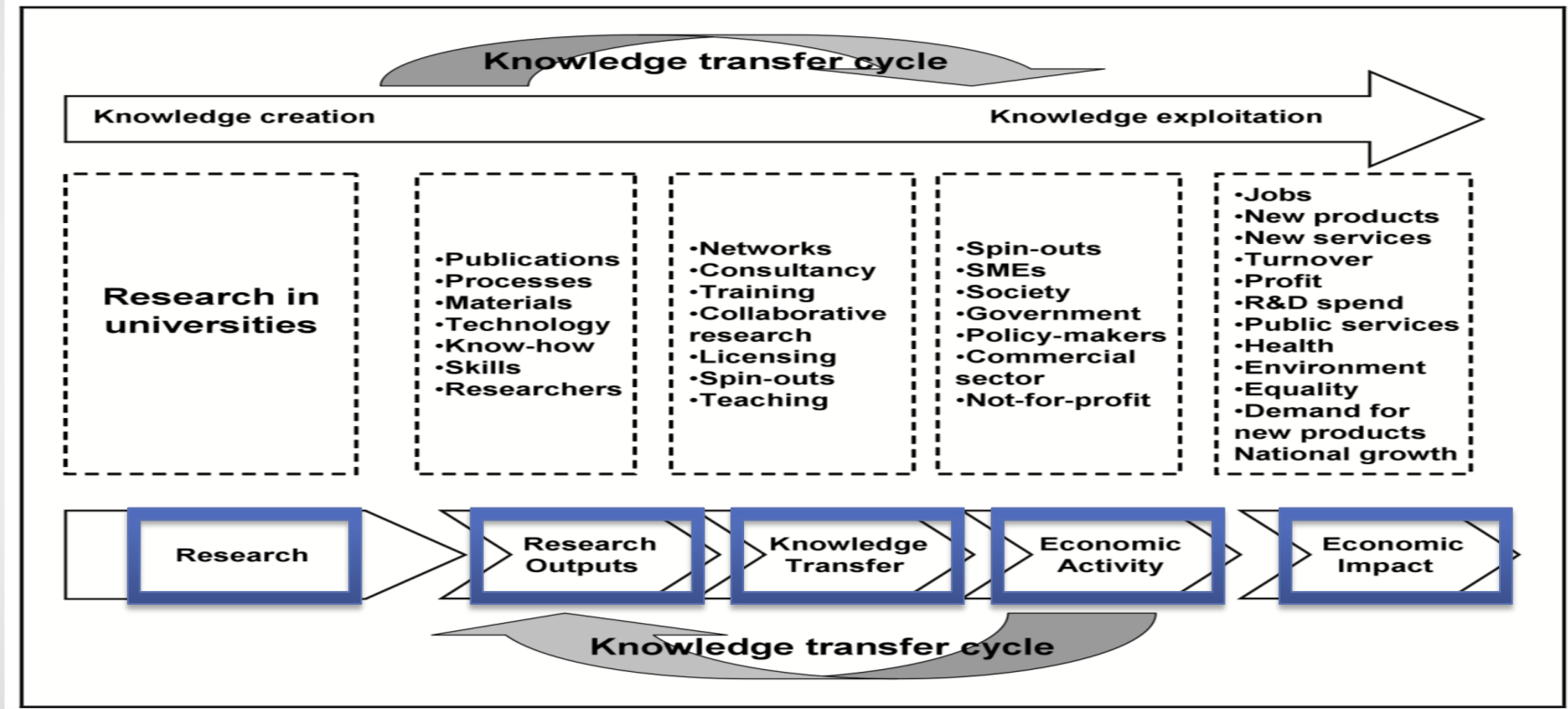




# Industry-University Collaboration

- **Universities** benefit from industrial funding, **access to industrial testing facilities** and **practical experiences**.
- **Industry** potentially **saves on R&D** and the need to **develop specific expertise in-house**.
- IUC allows an access to the talent pool, laboratory facilities, and supports cost sharing.
- Ultimately, the **partnership** supports **open innovation, competitiveness** and national growth.

# Knowledge Transfer Cycle



# Working with Higher Education Partners

# III. Education Hub

- Work with a reliable overseas university partner in the UK
- **Offset the competitive HE landscape in Taiwan**
- Enhance students' global vision and experience
- Utilize the **global trend of Chinese language learning**
- Support and utilize the government's **New South Bound Policy**
- Enhance the uniqueness of the existing academic programs
- Use **international accreditation (AACSB)** as a bridge to cross-border collaborations



# Nottingham Trent University

- 30,000 students
- University of the year (2017)
- Great student city
- **Business school – AACSB/EQUIS**
- Teaching Excellence Framework – Gold (2017)
- Outstanding student experience
- A truly international community



# I-Shou University

- 16,000 students
- A member of E-United Group
- **Triple AACSB accredited colleges**
- Top ranking of Teaching Excellence Funding from Taiwanese MoE
- Most recommended IMBA by MoE
- An international community with students from 43 nationalities
- Top 201-250 THE young university ranking (2017)



Joint Commission International Accredited Hospital



義守大學  
SHOU UNIVERSITY



NOTTINGHAM  
TRENT UNIVERSITY

## Education Hub: NTU & ISU

- An immersion program in two cultures to foster global citizenship.
- **A four-year undergraduate programme (3 in Taiwan + 1 in UK)** facilitated by embedded English language program
- ISU-NTU an Education Hub in Asia
- Pre-Sessional English for Academic Purposes Programme (PEAP) within the first 3 years – to support the students' success for a smooth transition to NTU
- **The PEAP programme is housed in the ISU-NTU Education Hub.**
- A pilot for future blended-learning

# NTU/ISU Dual Degree: The Model

Year 1

- **ISU**
- **Business, Engineering, Media Communication**
- Integrated English Program delivered by NTU + Collaborative Online International Learning

Year 2

- **ISU**
- **Business, Engineering, Media Communication**
- Integrated English Program delivered by NTU + Collaborative Online International Learning

Year 3

- **ISU**
- **Business, Engineering, Media Communication**
- Integrated English Program delivered by NTU + Collaborative Online International Learning

Year 4

- **NTU**
- **Business, Engineering, Media Communication**
- 2 degrees – 1 from ISU and 1 from NTU



# Education Hubs – pitfalls / challenges

- Legal and tax contexts
- A long journey – Resilience
- Quality assurance
- Defining responsibilities
- Sustainability (Team / Governance changes)
- Way out – If the project does not deliver?

# Definition: Education Hub

An **Education Hub** is a planned effort to build a critical mass of local and international actors strategically engaged in cross-border education, training, knowledge production and innovation initiatives (Knight, 2011)

**Student Hub:** This is the most focused and prevalent type of education hubs. One of its key aspects is the recruitment of International students [...] for the purposes of internationalization, of domestic higher education institutions, revenue generation, and building an international profile.

# Concluding Remark

- Understand the environment
- Identify strengths
- Strategically foster institutional partnerships
- Strive for internationalization while maintaining local relevance
- Make the best use of resources
- Celebrate your achievements and be ready to take on new challenges





# References

- Etzkowitz, H. (2007). *University-industry-government: The triple helix model of innovation*. Paper presented at the The 51st European Organization of Quality Congress, Prague.
- Knight, J. (2011). Education Hubs: A Fad, a brand, an innovation. *Journal of Studies in International Education*, 15(3), 221-240.
- Schofield, T. (2013). Critical success factors for knowledge transfer collaborations between university and industry. *Journal of Research Administration*, 44(2), 38-56.

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