

Running an International Campus

Lessons from the first 10 years

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From Newcastle. **For the world.**

Global vision and strategy

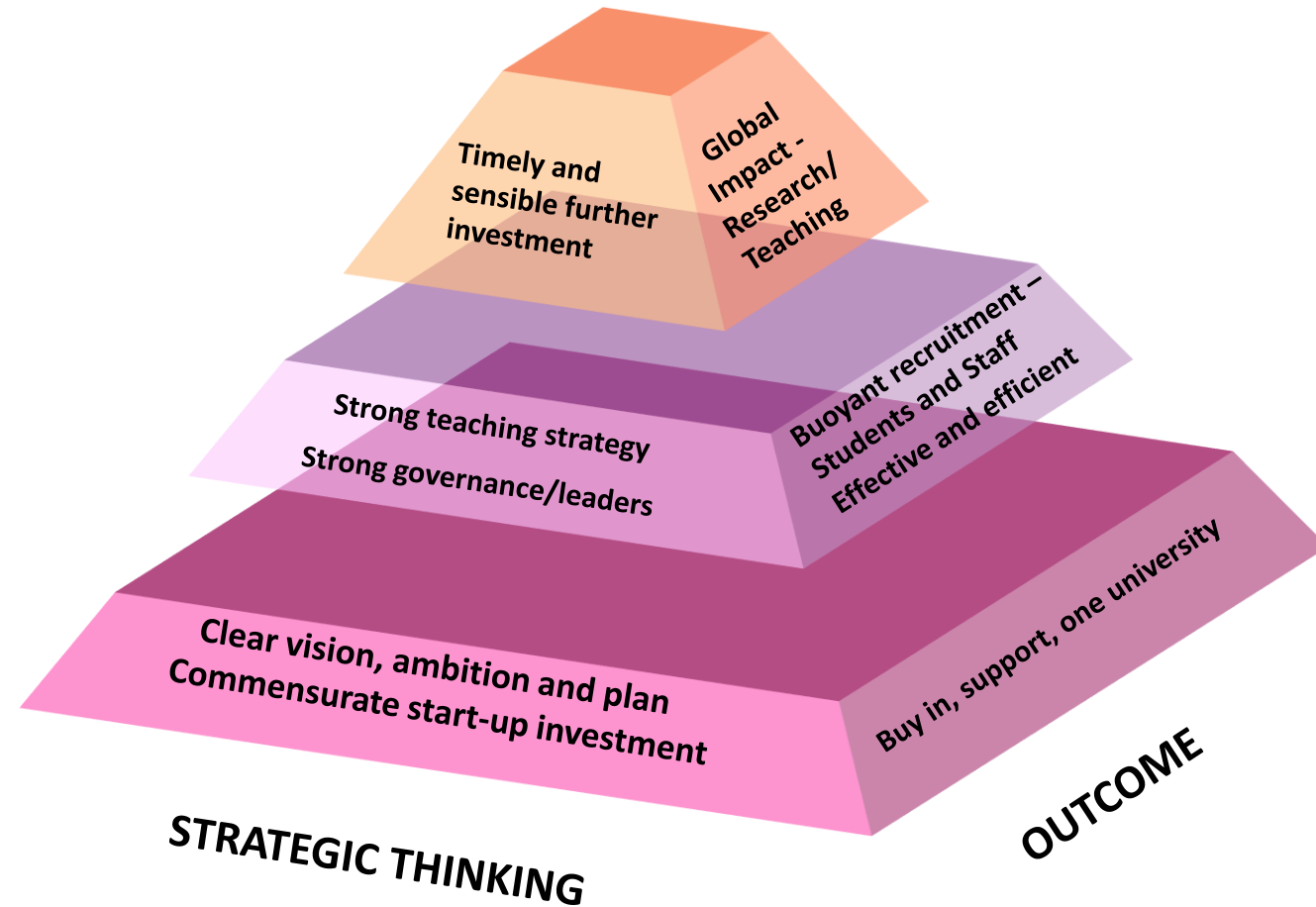
'From Newcastle. For the World'

- We take a different view from many universities, believing that having a presence outside of Newcastle allows us to develop partnerships, perspectives, innovations and solutions for education and research that we could not achieve in Newcastle alone.
- We have two global locations in SE Asia, in Singapore and Malaysia.
- In this presentation we will discuss the lessons learned from the establishment of our Malaysian campus for medicine and biomedical sciences - **Newcastle University Medicine Malaysia**



Building for success: a 10-year journey

- Clear **VISION**. From Newcastle: For SE Asia
- Based on well run, sound teaching and financial stability.
- **Research** built on this stable platform.
- **Act as a hub for multiple strands of activity**. Front door for challenge.
- **Front door** for alumni, students, philanthropists, collaborators, government, the public, businesses, voluntary organisations, ideas, perspectives.
- SE Asian operations are becoming more **pan-university**
- The development of **Newcastle University Medicine Malaysia** is an example of this strategy in action.



From Newcastle. For Malaysia

Newcastle University Medicine Malaysia (NUMed) Today



NUMed at a Glance

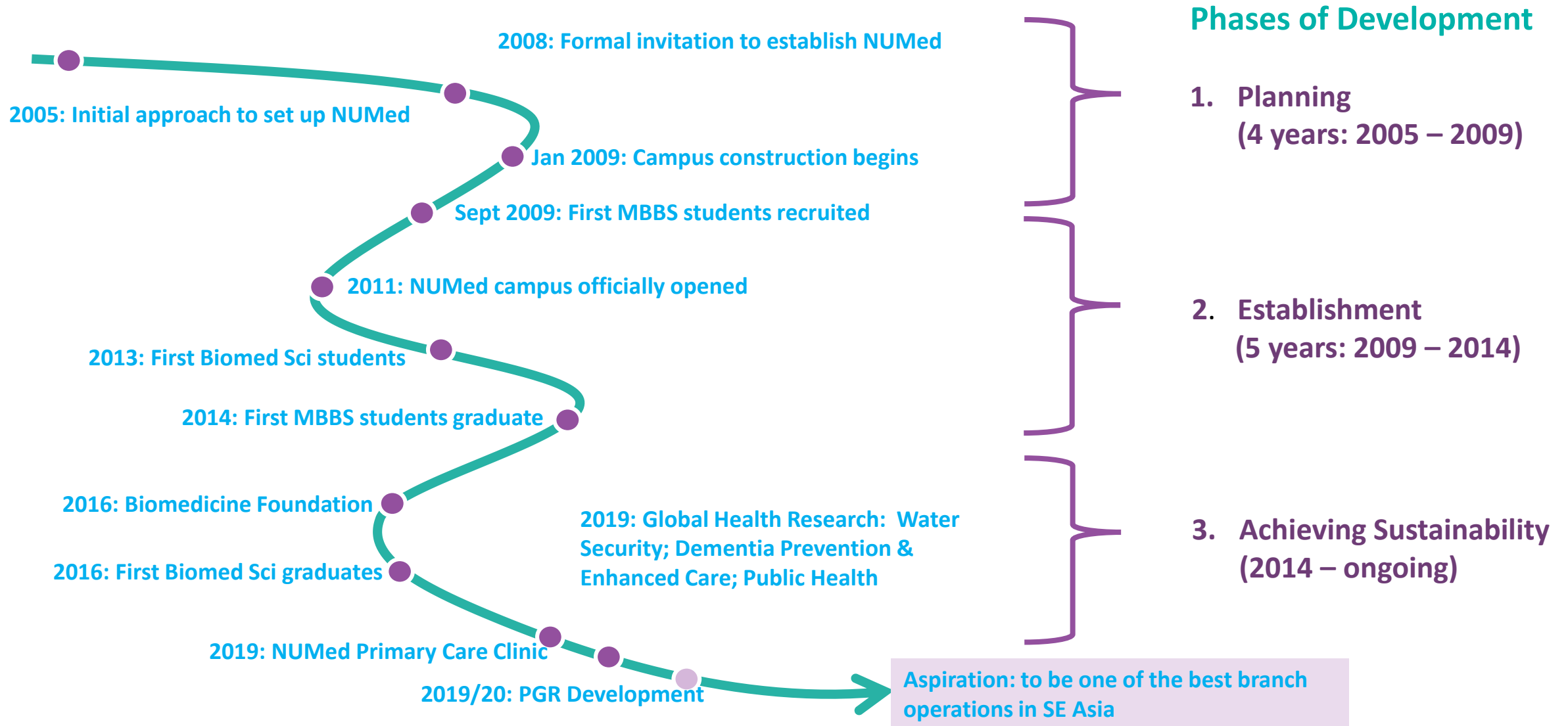
First and only UK university offering a high quality UK medical degree in Malaysia

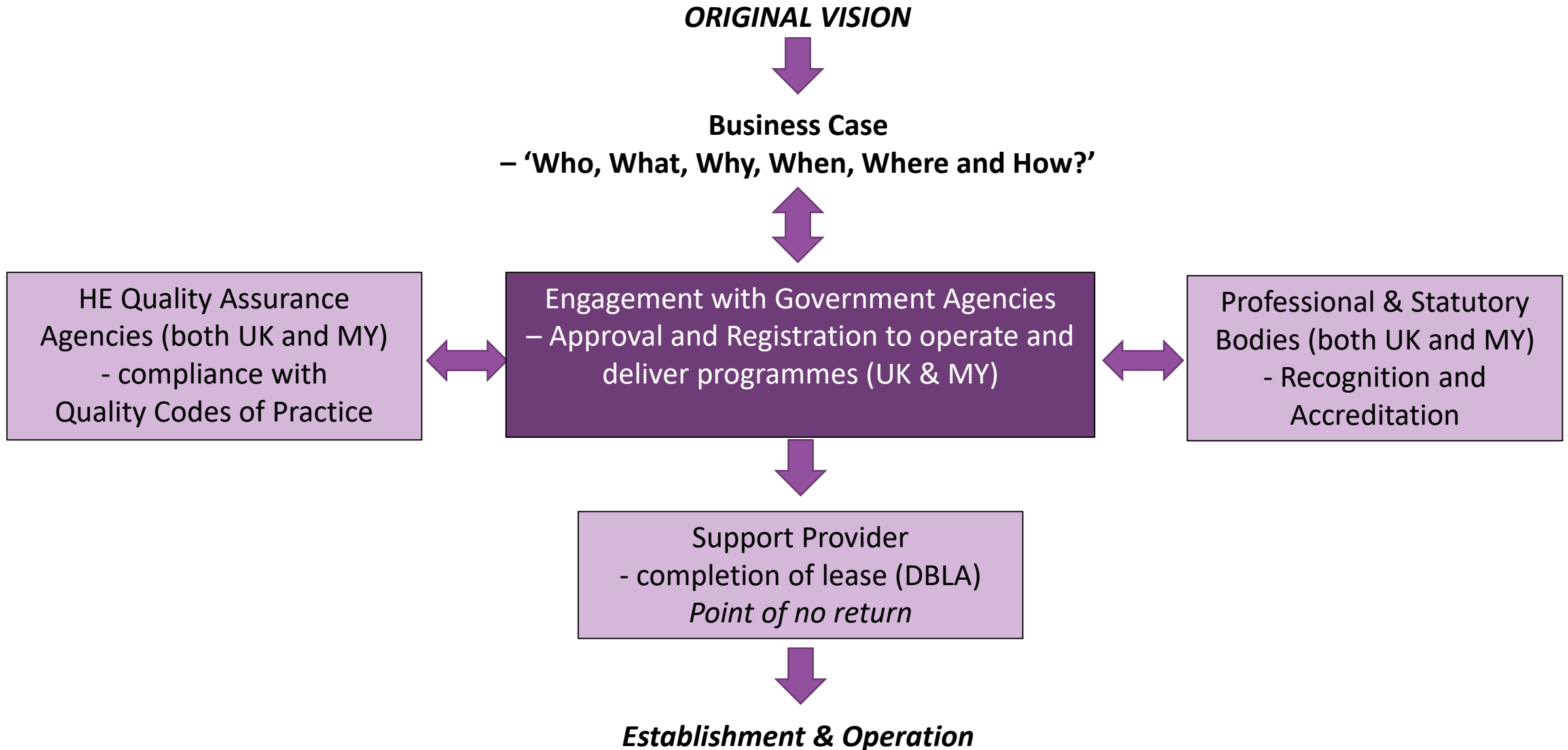
Campus measuring over 5.3 hectares

Over 17,000m² of academic space

Produced 500 MBBS and BMS graduates to date

Milestones in the NUMed story so far





Long-term venture of high risk – both financial and reputational

Challenges

- Academic development plan.
- Essential need for market research.
- Business development plan.
- Regulatory approvals (over 50!)
 - PHEI Establishment requirements and approvals.
 - Pre-operational requirements and approvals.
 - Operational requirements and approvals.
 - Additional ongoing requirements and approvals.
- Negotiation of affordable DBLA for campus design and build.

Lessons Learned

- Appreciate cultural differences.
- Accept need to be guided by both internal and external 'benchmarks' (UK & MY).
- Opacity of regulatory requirements - these must be met and there are no short cuts.
- Learn from others to avoid pitfalls.
- Appreciate need to meet host country aspirations (as well as those of Newcastle).
- Need for due diligence at all stages.
- Allow time – don't underestimate!
- Sound governance



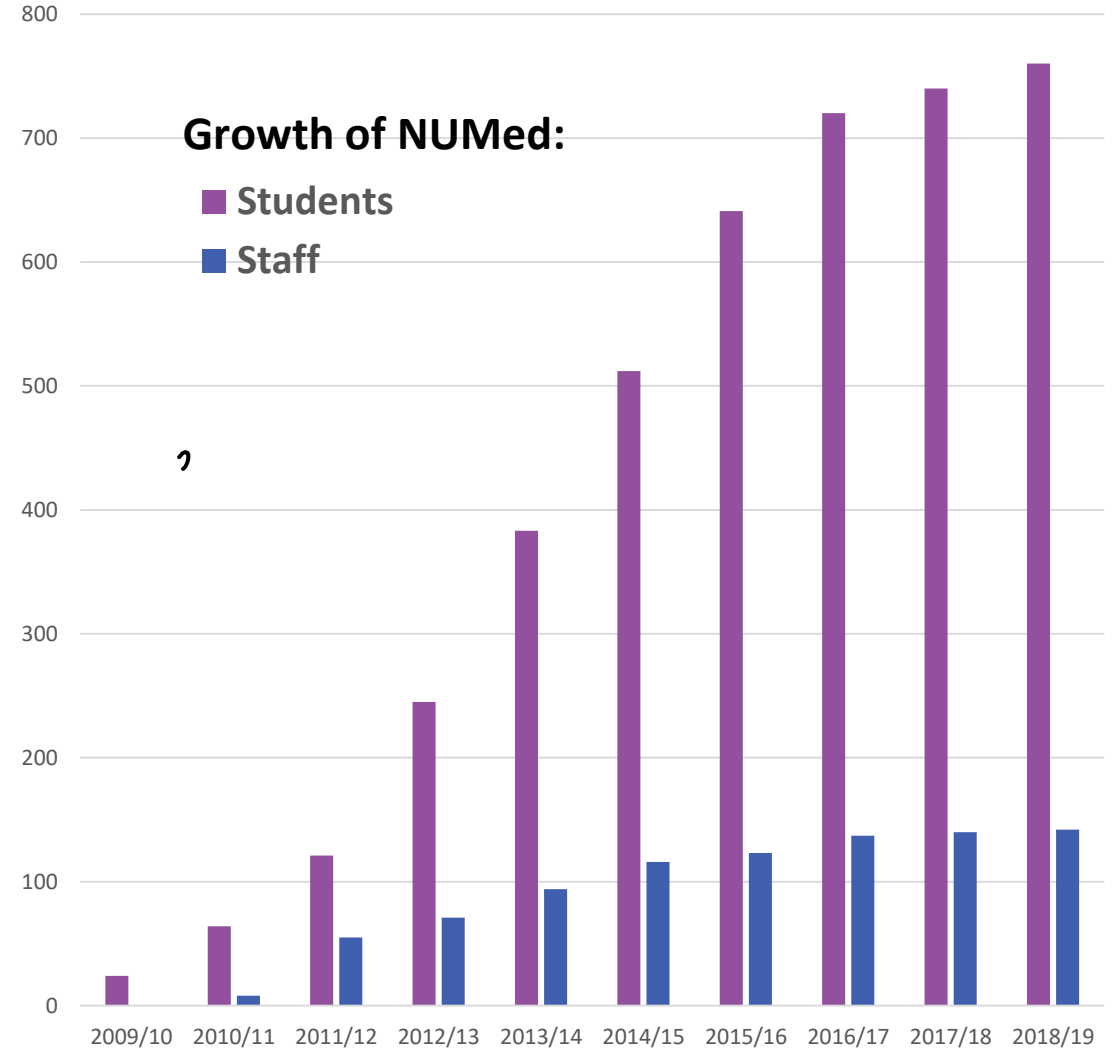
NUMed Phase 2: Establishment

Strategy

- Period from recruitment of first students (2009) to production of first medical graduates (2014).
 - Academic development plan (from initial Business Case) : *Modest but sustainable growth over time*

Challenges

- Brand promotion.
- Marketing.
- Recruitment – both staff and students.
- Securing professional recognition and accreditation for MBBS programme from both UK (GMC) and MY (MMC).
- Securing approval for additional courses (MY MoHE and MQA).
- Containing costs within budget, e.g. staff.
- Succession planning.



Phase 2 – Challenges and lessons learned

Continual review and adaptation of original academic and business plans in light of experience

Challenges

- Failure to reach original student recruitment targets.
- Need to constrain operational costs to revised budget.
- Recognition that NUMed (as a MY PHEI) is not self-governing.
- Ongoing renewal of all MoHE licenses to operate.
- Ongoing external quality assurance for accreditation/reaccreditation of courses, from both government agencies and PSBs.
- Complications in approval to conduct additional courses.

Lessons Learned

- Marketing is key.
- A UK profile counts for little when a nascent organisation such as NUMed is operating in a different jurisdiction.
- Challenge of working with multiple external agencies, and satisfying their various, differing and often conflicting requirements.
- Ever changing regulatory requirements.
- High level recognition and support (e.g. MY MoH) does not abrogate the need for local negotiation.



The original vision for NUMed has yet to be fully realised

Unlocking the full potential of NUMed

- Consolidate and expand student recruitment to existing programmes:
 - Through enhanced marketing
 - Exploiting new international markets
- Introduce additional UG and PGT programmes.
- Develop PGR.
- Grow research, recognising:
 - Uneven playing field for branch campuses (when compared with parent institution) – higher percentage of early career staff; fewer research active staff; fewer facilities; less funding
 - Scope for expensive laboratory research limited so ‘hub-and-spoke’ with Newcastle and other partners focussing on Global and Public Health issues (e.g. Global Challenge Research Fund Hub for Water Security and Sustainability; NIHR Dementia Prevention and Enhanced Care)



Strengths

- Excellent Reputation in Malaysia and region for UG teaching
- Excellent working relationships with Malaysian Ministry of Education and Ministry of Health
- Good links with other ASEAN countries
- Good links with leading research Universities in Malaysia

Weaknesses

- Difficult to access Malaysian Government funds for research (and very limited value)
- Lengthy period to gain approval for UG and PG programmes by MQA
- Emerging Malaysian economy limits potential for offering CPD and other short courses

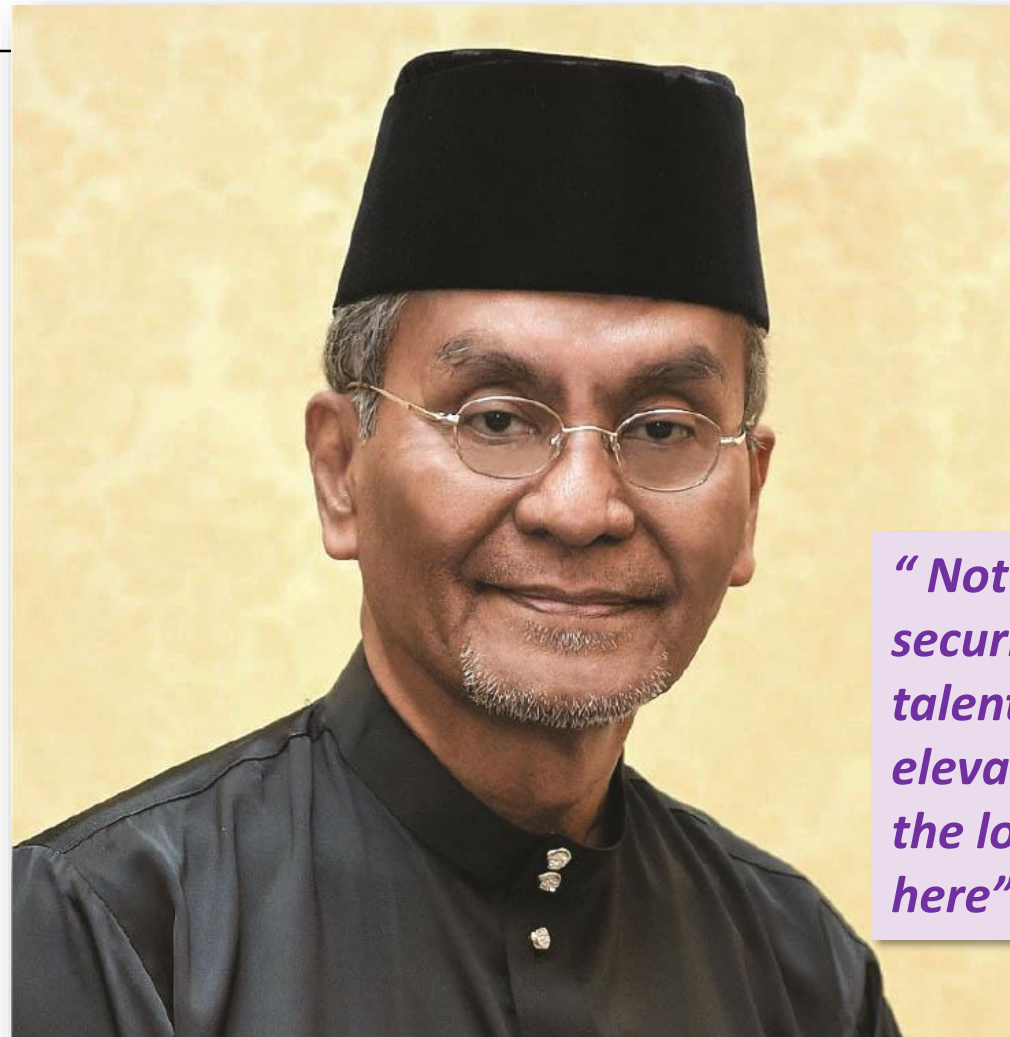
Opportunities

- Potential to develop new UG and PG courses
- Increase student mobility with more UK students spending period of time at NUMed
- Working with Malaysian Government, High Commission etc to change regulatory barriers
- Regional research opportunities
- Recruit Higher Percentage of International Students
- To further enhance the reputation and global brand of Newcastle

Threats

- Fierce competition from Private and Public Universities for UG students leading to potential financial risk for NUMed
- Difficulty in recruiting junior medical staff to NUMed leading to high staff costs
- Pressure on clinical placements at local hospitals from other universities
- Failure to develop sustainable research themes that can be developed by local staff





“ Not only is the University securing a strong pool of talent..... but it is also elevating the wellbeing of the local communities here”

Y.B. Datuk Seri Dr. Dzulkefly Ahmad
Minister of Health, Malaysia