BUILDING PARTNERSHIPS TO ENHANCE GLOBAL RESEARCH

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INTRODUCTIONS:

WHO AM I AND WHO ARE YOU?
Laurel Thomas – University of South Florida

- lkhthomas@usf.edu
- International Research and Global Engagement Manager
- Manage USF database of international faculty engagement, prepare USF system country engagement briefs, and manage UCosmic®-USF partnership activities
- Assist the Assistant Vice President of Research, Innovation and Global Affairs in duties pertaining to international research and faculty engagement
- USF Certified Research Administrator (CRA-USF/Basic and CRA-USF/Advanced)
- First year member of NORDP
Who Are You?

- Higher education
  - Public
  - Private
- Industry
- Non-Profit
- U.S. Government
- International
OBJECTIVES

- Recognize the critical nature of global engagement for researchers and institutions
- Research Development Professionals as enablers and facilitators
- Identify tools for enhancing collaboration at all levels
- Discuss best practices for constructing and strengthening partnerships in support of international engagement
- Discussion
INTERNATIONALIZATION & RESEARCH DEVELOPMENT PROFESSIONALS
RDPs: Enabling Research[ers]

- Many different roles and responsibilities
- Strategize
  - Identify strengths
  - Set goals
  - Chart progress
- Recruit and/or evaluate researchers
  - Play to your strengths and secure buy-in
- Find & secure funding
  - Grant preparation
  - Monitor success rates
  - Manage awards, activity, and compliance
- Partnership management
  - Establish and/or leverage to create more effective collaborations
- Manage facilities and finances
Science is a global endeavor, and international research collaboration is necessary for accelerating scientific growth and advancement (Sooryamoorthy 2013).

Higher education institutions, which perform the bulk of basic and applied research, have experienced significant pressure to accommodate interdisciplinary and globally-linked research teams due to the need for input from multiple disciplines in solving large and complex problems (Benzies, Hayden, and Lakhani 2012).

The most influential research is conducted by groups of researchers who, among other characteristics, are located around the world. Publications with co-authors from more than one country generate higher impact science and discovery (Adams 2012; Frenken, Ponds, and Van Oort 2010).
**Research Ecosystem**

- Funding results from a [perceived] high research **capacity** and **performance** (Huang 2014)
- Research capacity, in turn, is a function of **productivity**, **impact**, and **networks** (Huang 2014)
- According to social network theory (Sociology), outcomes are associated with connections
  - The more connections one has, the more opportunities exist for future outcomes
- Networks are an integral part of the research enterprise – means of building research capacity and performance
Global engagement is a person’s interaction with the interconnected global ecosystem through the operation of their professional duties.

- Elevates research capacity by widening one’s network of potential collaborators and contacts, nearly doubling a publication’s number of citations, expanding the field’s global knowledge base, and offering leverage to a wider body of learners.

- Global engagement \(\rightarrow\) Opportunities \(\rightarrow\) Outcomes

- RDPs can facilitate these transactions.
Step One for Internationalization:

Do Your Own Research – Knowledge is Your Best Tool
Know Your Institution

- Infrastructure, administration, and areas of institutional responsibility
- System components (i.e. other campuses/affiliated institutions in the system)
- Existing research strengths and areas of emerging strengths
- Identify complementary units/offices and counterparts
- Partnerships – public, private, industry, international, governmental, academic

Data source: Elsevier Scopus data 2010-2015
Know Your Faculty

- Who is doing what, where, and with whom?
- Macro- and Micro-levels
- Global engagement
- Current research and funded research history
- Level of scholarly activity and productivity
- Educational affiliations
- Personality
- Professional strengths and weaknesses

Ex. of a USF faculty global footprint on UCosmic
Know Your Funding Sources

USF 5-Year Research Funding History

2014 USF Primary Sources of Federal Funding

- NIH: 63%
- DoD: 6%
- DoT: 2%
- DoEDU: 2%
- DVA: 6%
- Other DHHS: 10%
- NSF: 9%
- NIH: 63%

Step Two for Internationalization:

Get the Ball Rolling – Start the Conversation & Facilitate Collaboration
Secure Support and Researcher Buy-In

- Expand your professional network within your institution
  - Identify what other units have to assist both you and your researcher in your internationalization efforts
    - International Office, Central Research Office, Alumni Office

- Share knowledge
  - Funding agency ups and downs
  - Finding funding
  - Best practices for grant writing and incentivizing faculty
    - Workshops, newsletters, web repositories, listservs

- Leverage resources to offer researcher opportunities
  - Make the case for deepening global engagement and different ways to do so
  - Include both faculty and students in efforts
  - Show that there are resources available for them
CREATE A COMMUNITY OF PRACTICE

- The international research ecosystem is dynamic and diverse
- Identifying key stakeholders and providing opportunities for interaction and knowledge-sharing is critical
Bridge the Divide

- Cooperation is essential for promoting and sustaining an active international research portfolio
- Cultivate an environment where healthy communication within and across units is routine
- Providing opportunities for interaction and knowledge-sharing is critical
  - Workshops, community of practice, newsletters
- Develop a set of common strategic and planning goals shared by collaborators which is connected to the research/unit mission and utilizes strengths of each (participant/unit)
- Be clear on responsibilities and projected outcomes of collaboration
**DEVELOP EFFECTIVE COMMUNICATION**

- Collaborative efforts become effective if there is agreement on division of labor, shared decision-making, and collective responsibility (Sooryamoorthy 2013)
  - Address this at the grant-proposal stage and be as clear as possible
  - A lack of transparency can cause irreparable damages to research relationships

- Ensure parity with the flow of resources
  - Education, intellectual property, technology transfer, data access and ownership

- Establish general rules and principals to abide by in case of conflict

- Be sensitive to and aware of cultural differences when it comes to forming relationships
Facilitating Global Collaboration

- Create a community of practice to facilitate knowledge-sharing and networking
- Establish/identify internal funding opportunities supported by collaborating units/institutions
- Offer joint educational workshops for students and faculty targeting available research opportunities
- Enfranchise faculty and students in activities with international visitors/partners
- Engage senior leadership for networking abroad and opportunity seeking
Step Three for Internationalization: Enhance Global Engagement through Leveraging Partnerships
**Tap Your Resources**

- For HEIs, formal and informal partnerships should be utilized to support international collaboration efforts
  - Informal partnerships may include:
    - Inter-office/unit collaborations
    - Faculty service/teaching/research collaborations
  - Formal partnerships may include:
    - Institutional global partnership agreements
    - Industry partners
- Leverage partnerships to create and strengthen opportunities for global engagement
  - Recognize that there may be a need to start small
  - Utilize and support the most **productive partnerships** while opening new avenues for future endeavors
INTERNATIONAL OFFICE

Best utilized when it is already regularly collaborating with other units through:

- Formal partnership agreements
- International Student Services – graduate students; J-1 scholars
- Education Abroad – programs, research field schools
- Area-specific Centers and Institutes

Resources for supporting the research enterprise

- Country-specific cultural knowledge and sensitivities
- Funding – internal and external opportunities
- Tools for finding collaborators
- Risk analysis
- Connections for export control, technology transfer, and intellectual property rights

Faculty + Student linkages
FORMAL PARTNERSHIP AGREEMENTS

- Generally more institutional resources are devoted to productive formalized partnerships

- **International Collaboration**
  - General agreement showing a willingness between two institutions for future academic/research collaboration

- **Memorandum of Understanding**
  - Specialized agreement supporting a particular research and/or academic opportunity

- **Student Exchange**
  - Specific type of student exchange agreement requiring commitment and articulation of terms

- Check with your International Office for a list of existing agreements and institutional sponsors
ALUMNI/SCHOLAR/STUDENT PARTNERSHIPS

- International alumni
  - Foreign graduate students who receive a degree and research experience while studying abroad and return home are an important resource
    - Industry connections
    - Human resource connections
    - Research connections
    - Funding

- J-1 student scholars and foreign Visiting Scholars
  - Opportunities for ongoing and future collaboration
  - Links to existing formal partnership agreements

- Immersion research education
  - Partnering with foreign collaborators to provide cross-cultural learning, researching, and mentoring (Anderson et al. 2012)
**INDUSTRY PARTNERSHIPS**

- On average, university-industry publications have over twice the citation impact as within-institution collaboration (Elsevier Scopus 2006-2010)
- These collaborations play a critical role in contributing to national economies
- Industry funding tends to mirror federal funding
- Key for medical, biotechnology, and engineering disciplines
- Opportunities for computer science and information technologies
LEVERAGING PARTNERSHIPS

- Make the connection between formal partnership agreements (public and private) and opportunities for faculty and student research
- Conduct regular visits between partner institutions and include representatives from all units involved
- Don’t underestimate the value of international student, alumni, and scholar relationships in current and future research endeavors
- Utilize the knowledge and resources of centralized Research and International Offices
- Look for collaborative funding opportunities which could include existing relationships
- Promote sustainable partnerships
TOOLS AND BEST PRACTICES 
FOR INTERNATIONALIZATION:
THE EXPERIENCE OF USF WORLD
TOOLS AND BEST PRACTICES

- Technology – strategy
  - Metrics
  - Mapping
  - Funding

- Communication – raising awareness and securing buy-in
  - Newsletters/Publications
  - Listserv
  - Global Discovery Hub

- Education – feasibility
  - Cross-training in research administration
  - Workshops – Fulbright, grant writing, grant preparation for specific agencies/opportunities

- Funding/Incentivizing – sustainability
  - Travel grants to support international research
  - Funds (requires matching) for deepening strategic global partnerships
  - Global faculty spotlight
  - Proposal submission and award recognition
TECHNOLOGY

- Metrics – Thompson-Reuter; Elsevier; Academic Analytics
  - Can be used to identify institutional research strengths as well as areas of emerging growth
  - Also used to find potential collaborators

- Mapping – UCosmic®
  - Used to visualize an institution’s global footprint
    - Partnership agreements
    - Faculty and staff activity
    - Language and [geographic] area expertise
    - Student Mobility
  - Can be utilized to identify potential institutional collaborators already engaged globally

- Communication
COMMUNICATION AND EDUCATION

- Global Engagement Brief
  - Institutional footprint for a particular country
  - Can be customized for inquiring parties (i.e. community economic development councils wanting to attract foreign business)

- Workshops and Cross-training
  - Faculty Fulbright resource
  - Cross-training in research administration
  - Encourage staff/administration to complete webinars, classes, and workshops on resources for finding international funding (i.e. Horizon2020), grant preparation, research opportunities, effective communication, etc.

- Media
  - International research and funding newsletter
  - Events for faculty and staff designed to raise awareness of our services

- Global Discovery Hub
  - Online repository of resources for students and faculty wanting to conduct research abroad
    - Includes the UCosmic® global engagement database, international funding resources, foreign travel resources, partnership agreement information, global internship opportunities, and research development resources
Global Discovery Database

GLOBAL DISCOVERY HUB

Agreements

Students & Mobility

Faculty & Research

Career & Internship

Awards & Funding

Travel & Risk Analysis
Funding/Incentivizing

- Travel grants to support international research
- Travel grants to support international conference presentations
- Partnership grants to support research and scholar exchange
- Internal funding assistance for international events
- Monthly global faculty spotlight highlighting an internationally related achievement
- Recognition for international proposal submissions and awards
- Annual Fulbright recognition
CONCLUSION:

YOU HAVE THE POWER...IF YOU WORK TOGETHER
The research enterprise is dependent on research capacity and performance for innovation and growth.

Globalization is refocusing research to emphasize an interconnected world of transactional networks.

Collaboration between international, academic, and industry partners results in research with the highest impact.

RDPs are uniquely positioned to bridge the gap within institutions with traditionally decentralized units and enhance overall global engagement.

- Start the conversation if it doesn’t already exist.
- Enhance cooperation and collaboration internally and externally.
- Leverage partnerships.
FINIS

DISCUSSION?!
RESOURCES