

2018

AIEA Annual Conference

*The Internationalization
Imperative in Turbulent Times*



Tools for Increasing your university's *Global Research IQ*

Richard Nader

**Principal, Global Proposal Solutions, Consultant, Academic
Research Funding Strategies, LLC**

Joanna Regulska

University of California, Davis

Kiki Caruson

University of South Florida

Presenters

- **Richard (Rick) Nader** is Principal Consultant for Global Proposal Solutions (GPS) and a Consultant for Academic Research Funding Strategies, LLC
- **Joanna Regulska** is Vice Provost and Associate Chancellor, Global Affairs, and Professor of Gender, Sexuality and Women's Studies, University of California, Davis
- **Kiki Caruson** is the AVP for Research, Innovation, and Global Affairs for the University of South Florida (USF) System

A blurred background image of two men in business suits shaking hands in a modern office hallway. The man on the left is wearing a dark suit and the man on the right is wearing a grey suit. They are standing in front of a glass wall. In the background, two other people are walking away from the camera.

Goals for today's Session

Culture and language are key obstacles for global research and also key objectives for SIOs. In this session, we explore 3 tools that can help SIOs work more effectively with research active faculty to promote integrated global research and education.

"Take Aways"

SIOs will be better able to...

- Understand the research-related risks and regulatory questions facing research offices when dealing with international research collaboration.
- Integrate competencies of international education, international affairs and culture/language into research projects.

What is driving the globalization of research?

- **Global Scale S&T Questions**
- **Global Increases in S&T Investments**
- **Increases in Global Mobility (faculty/student)**
- **Global Connectivity (ICT)**
- **Global Industry**



What are the [realistic] Benefits? ROI?

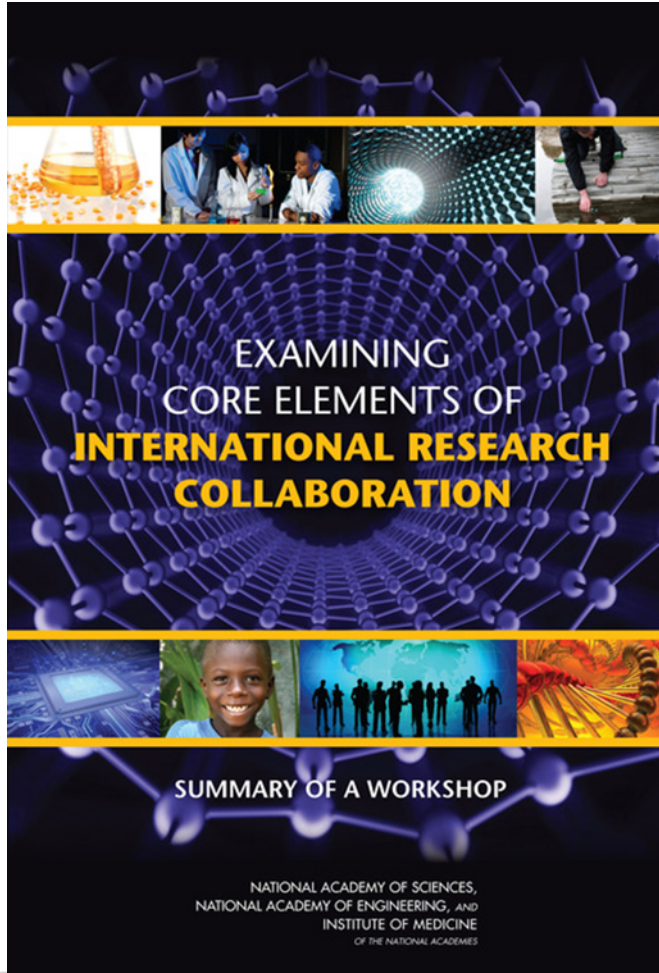
- **Increased Institutional/PI Reputation** earned abroad or at home
- **Increased Quality of graduate students (sponsored)**
- **Access to uniquely available research resources**
- **Globally *prepared* U.S. students**
- **“Happier” faculty**
- **Deeper appreciation for role of culture and language**

Increases to Bottom Line for Research of 3-10+%

(20% of all new awards for UNT in 2015)

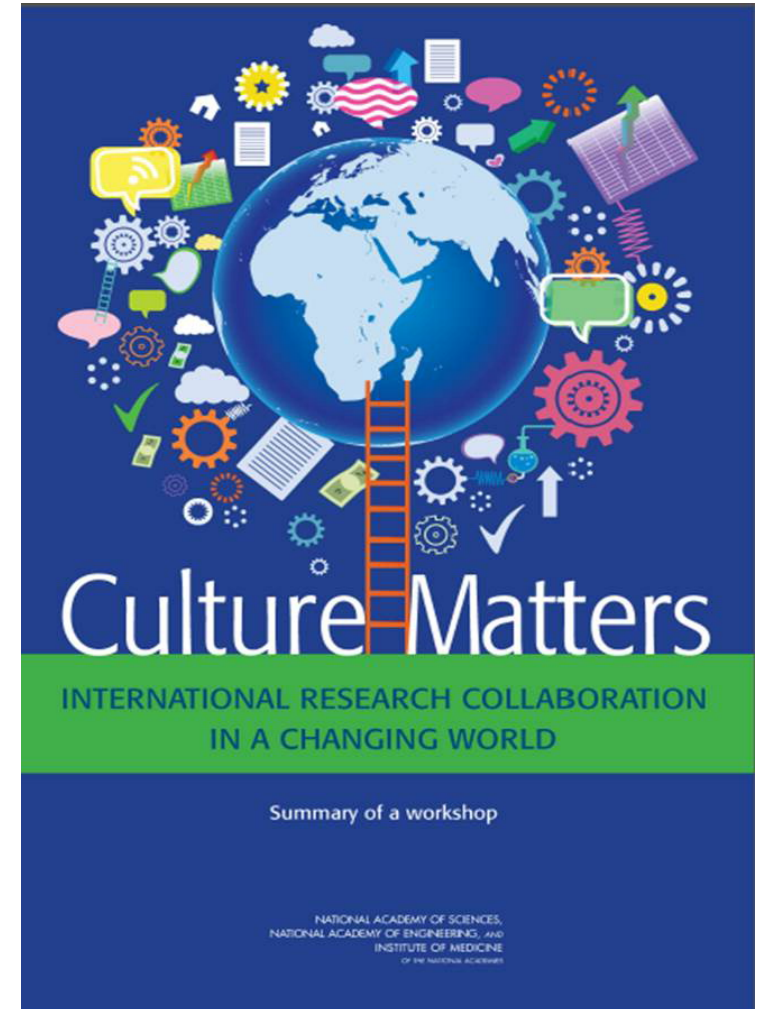
Realistically, it DEPENDS on GRIQ!

Depends on the university's (PI's) Global Research IQ



- Cultural Differences and Nuances
- Ethics
- Research Integrity and RCR
- Risk Management
- Intellectual Property
- Export Control
- Legal and Contractual Negotiations

http://sites.nationalacademies.org/PGA/guirr/PGA_050827

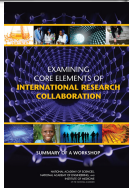



Today's Approach

- Individual/Team Faculty Engagement Tool - Nader
- Faculty Research Networks Engagement Tools - Regulska
- System-wide Engagement Tools - Caruson

GLOBAL-SWOT ANALYSIS

GLOBAL DISCOVERY GRANT + CORE ELEMENTS ANALYSIS + COUNTRY DESK PERSPECTIVE

<p>INTELLECTUAL MERIT / BI Innovativeness, capacity to carry out, mgt. plan, prelim data and requisite resources collaboration, competition, innovation, integrated inquiry, and assessing value</p>	<p>LANG/CULT</p>  <p>Mutual Contribution</p>	<p>International Affairs</p>  <p>History/Politics</p> <p>Bilateral relations</p> <p>International Partnerships</p>
<p>ALIGNMENT university, college, department, Strategic Plans, Research network expansion</p>	<p>ETHICS</p> <p>RCR</p> <p>RES Integrity</p>	<p>Diversity</p> <p>Leadership Training</p> <p>Joint Training Capacity Development</p>
<p>FUNDING leverage potential US/worldwide</p> <p>Reputation Abroad</p>	<p>IP or Proprietary</p> <p>Export Control</p> <p>Legal/Contractual</p>	<p>Student preparation</p> <p>International Education</p> <p>International Mentoring</p>
<p>PARTNER(S) Attributes (mutual contribution, unique position, priority, value add facilities, infrastructure, talent)</p>	<p>RISK Mgt.</p> <p>Health & Safety</p> <p>Unintended Consequences</p>	<p>Educational/Research Environment</p> <p>Best Practices/Standards</p>

When and How GSWOT can be used

• When

- Working with individuals or groups of faculty preparing Intl research project ideas
- When VPR is reviewing [international] intramural funding requests
- “Post-mortem” on intramural or extramural proposals
- Portfolio Analysis of international intramural or extramural projects

• How

- As a prevention tool, One-on-one with faculty SIO and “team”
- As a guideline during review in concert with a broad set of SIO, AVPRs & faculty
- As an audit tool for recent failed or funded submissions
- As a risk assessment tool to map international S/W/O/T

Global Discovery Grant

Joint offering VPR/SIO



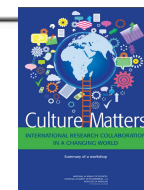
GLOBAL-SWOT ANALYSIS

GLOBAL DISCOVERY GRANT

+ CORE ELEMENTS ANALYSIS

+ COUNTRY DESK PERSPECTIVE

<p>INTELLECTUAL MERIT / BI Innovativeness, capacity to carry out, mgt. plan, prelim data and requisite resources collaboration, competition, innovation, integrated inquiry, and assessing value</p>	<p>LANG/CULT</p> <p>Mutual Contribution</p>	<p>International Affairs</p> <p>History/Politics</p> <p>Bilateral relations</p> <p>International Partnerships</p>
<p>ALIGNMENT university, college, department, Strategic Plans, Research network expansion</p>	<p>ETHICS</p> <p>RCR</p> <p>RES Integrity</p>	<p>Diversity</p> <p>Leadership Training</p> <p>Joint Training Capacity Development</p>
<p>FUNDING leverage potential US/worldwide</p> <p>Reputation Abroad</p>	<p>IP or Proprietary</p> <p>Export Control</p> <p>Legal/Contractual</p>	<p>Student preparation</p> <p>International Education</p> <p>International Mentoring</p>
<p>PARTNER(S) Attributes (mutual contribution, unique position, priority, value add facilities, infrastructure, talent)</p>	<p>RISK Mgt.</p> <p>Health & Safety</p> <p>Unintended Consequences</p>	<p>Educational/Research Environment</p> <p>Best Practices/Standards</p>



FileHomeInsertPage LayoutFormulasDataReviewViewHelpTell me what you want to do

PasteCutCopyFormat PainterClipboard

Calibri10Font

B I U Alignment

GeneralNumber

Conditional FormattingFormat as TableCell StylesStyles

InsertDeleteFormatCells

AutoSumFillClearEditing

Sort & FilterFind & Select

H10

<

GLOBAL Strengths, Weaknesses, Opportunities, and Threats Analysis				
TITLE	Strengths	Weaknesses	Opportunities	Threats
IM/BI (innovativeness, capacity to carry out, mgt plan, prelim data and requisite resources) collaboration, competition, innovation, integrated inquiry, and assessing value				

Global SWOT
Analysis

Or “COWS”

◀
▶
GSWOT
GRIQ
+
⋮

▶

GLOBAL-SWOT ANALYSIS

GLOBAL DISCOVERY GRANT

+ CORE ELEMENTS ANALYSIS

+ COUNTRY DESK PERSPECTIVE

INTELLECTUAL MERIT / BI Innovativeness, capacity to carry out, mgt. plan, prelim data and requisite resources ...eration, competition, ...on, integrated ...essing value	LANG/CULT Mutual Contribution	International Affairs History/Politics Bilateral relations International Partnerships
...iversity, ...ment, ...research ...nsion	ETHICS RCR RES Integrity	Diversity Leadership Training Joint Training Capacity Development
...verage potential US/worldwide Reputation Abroad	IP or Proprietary Export Control Legal/Contractual	Student preparation International Education International Mentoring
PARTNER(S) Attributes (mutual contribution, unique position, priority, value add facilities, infrastructure, talent)	RISK Mgt. Health & Safety Unintended Consequences	Educational/Research Environment Best Practices/Standards

Scored or Benchmarked...

Global SWOT Analysis Report

Faculty Research Networks Engagement Tools

Joanna Regulska

Vice Provost and Associate Chancellor, Global Affairs
Professor of Gender, Sexuality and Women's Studies
University of California, Davis

Email: jregulska@ucdavis.edu

Faculty Research Networks Engagement Tools

- UC Davis Global Affairs Overview
- International Research Partnerships and Funding Sources
- Faculty Engagement Strategies
- Communicating and Celebrating Successes



UC Davis Global Affairs Fast Facts

Over **6,200**
international students from
more than **110 countries**

11th among **U.S.**
universities
in number of **international**
scholars (2015-16)

More than
1,300 STUDENTS
STUDYING ABROAD
each year in
over 30 countries

Over **2,200**
INTERNATIONAL
SCHOLARS

150
international partnerships
across **45 countries**

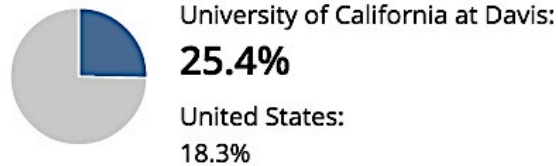
Global Affairs seed grants
have led to around
\$40 MILLION in
external research funding

UC DAVIS
GLOBAL AFFAIRS

Increased impact of collaboration with international partners

Outputs in Top Percentiles

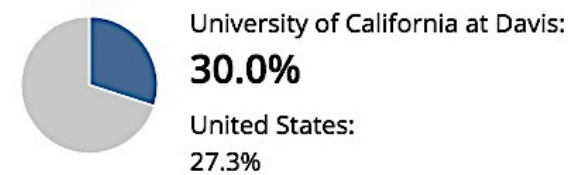
Publications in top 10% most cited worldwide



→ [Analyze in more detail](#)

Publications in Top Journal Percentiles

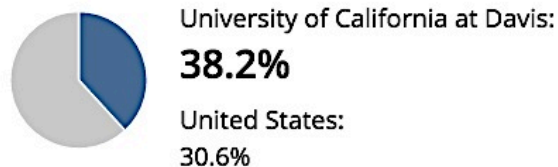
Publications in top 10% journals by



→ [Analyze in more detail](#)

International Collaboration

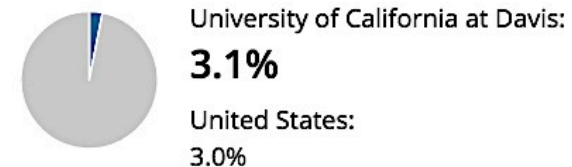
Publications co-authored with Institutions in other countries



→ [Analyze in more detail](#)

Academic-Corporate Collaboration

Publications with both academic and corporate affiliations



→ [Analyze in more detail](#)

2011-2016 Performance Indicators

UC Davis International Research Partnerships

- UC-MEXICO
- University of Sydney, Australia
- US-UK Plant Health Workshop
- University College Dublin
- Israel Collaborations in Research



UC Davis International Funding Sources

Breakdown of Funding (2016-17)

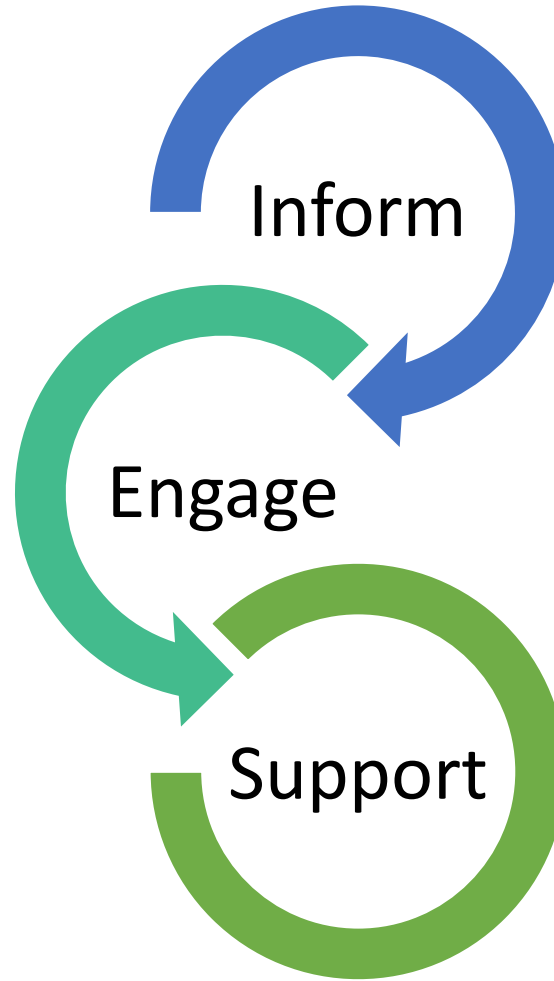
- Total: \$783M

Top Current Foreign Sponsors

- United Kingdom
- Japan
- Australia
- Netherlands



UC Davis Faculty Engagement Strategy



Faculty Engagement Strategy: Inform

- **Funding** announcements, meetings, training
- **Relationships:** country and regional fact sheets
- **Outreach** to deans, faculty and departments
- **Tips and resources:** travel and risk



30,000
trips annually



Around **1,500**
UC Davis travelers
(at any given time)



50-100
travelers in high-
risk countries (at
any given time)

Faculty Engagement Strategy: Engage

- Chancellor's Awards for International Engagement
- Faculty Ambassador Program
- Engaging faculty in hosting international delegations
- Inviting faculty abroad with official delegations
- International Connections Reception



Faculty Engagement Strategy: Support

- Funding:
 - Workshops with foundations and agencies
 - Grants for Regional Faculty Groups
 - Seed Grants for International Activities
- Agreements of Cooperation
- International Scholars
- Alan Alda “Communicating Your Science” Workshops
- Global Centers (future support)



Communicating and Celebrating Successes

- Receptions and awards ceremonies
- Publications, news stories, videos, and social media
- New website to promote opportunities and showcase success stories

UC DAVIS
GLOBAL AFFAIRS

International Connections
A RECEPTION FOR THE INTERNATIONALLY ENGAGED

March 2, 2018
4-6 p.m.
International Center | Multipurpose Room

Award Announcements

Chancellor's Awards for International Engagement
Recognizing faculty and staff for outstanding international engagement in carrying out the university's mission

Global Affairs Seed Grants for International Activities
Fostering international research collaborations and building new interdisciplinary partnerships

Global Affairs Grants for Regional Faculty Groups
Stimulating stronger conversations and interactions among faculty working in the same world region

Global Affairs Faculty and Staff Ambassadors
Connecting UC Davis worldwide to strengthen existing partnerships and open doors for new ones

Please register: bit.ly/international-connections


globalaffairs.ucdavis.edu | globalaffairs@ucdavis.edu | #UCDavisGlobal

UC Davis Global Affairs






[ABOUT US](#) > [OPPORTUNITIES](#) > [PARTNERSHIPS](#) > [FUNDING AND RESOURCES](#) > [NEWS AND EVENTS](#) >

International Achievers: Kornbluth, Mitcham, Bennett

[Home](#) > [News](#) > [International Achievers: Kornbluth, Mitcham, Bennett](#)



The award recipients: Elizabeth Mitcham, second from left; Kurt Kornbluth, center; and Alan Bennett, second from right. They are flanked by Ralph J. Hexter, interim chancellor, and Joanna Regulski, vice provost and associate chancellor of Global Affairs. (Chance Allred/UC Davis photo)

July 21, 2017

By Dateline Staff, Strategic Communications

A Global Research University Dedicated to Student Success

STRENGTHS: A Lot of Enthusiasm and A Lot of International Activity

- #1 Nationally for Fulbright Faculty Scholars

- International Partnerships with Joint Funding for Research

- More than 700 Globally Active Researchers

- Seed Grants to Catalyze International Collaboration

- International Opportunities for Undergraduate Research

WEAKNESS: Lack of an Institution-Wide Global Research Support System

OPPORTUNITY: Create a Nimble Global Research Support Operation

THREAT: Limited Budget and Resources

Who Is Doing What and Where?

[Home](#) [Partnerships](#) [Faculty](#) [Students](#) [Alumni](#) [Summary](#)

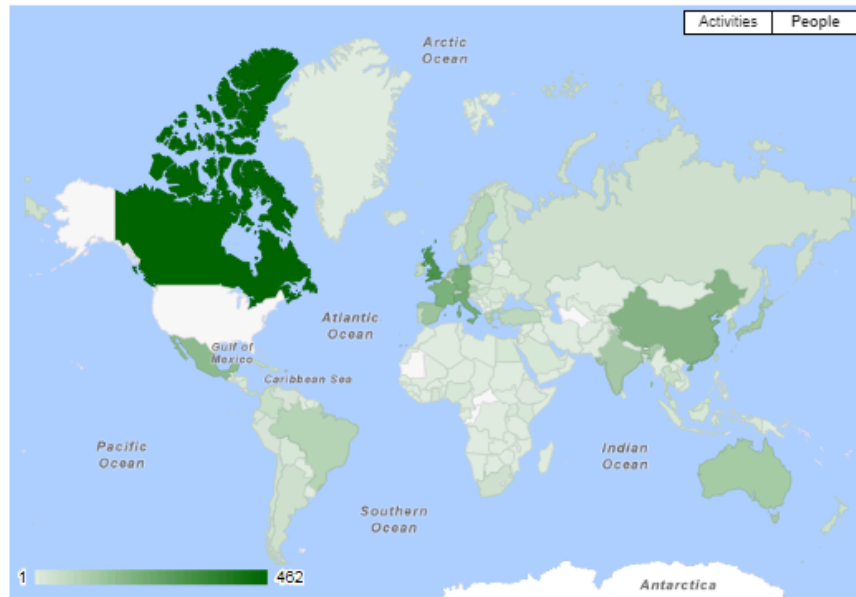
USF **WORLD**
UNIVERSITY OF SOUTH FLORIDA

[Snapshot](#) [Table](#) [Map](#) [Formal Education](#) [Languages](#) [My Profile](#) [Information](#)

PROFESSIONAL ENGAGEMENT SNAPSHOT

1113 people with **17064** activities in **233** locations. [Disclaimer](#)

Click a location for more information.



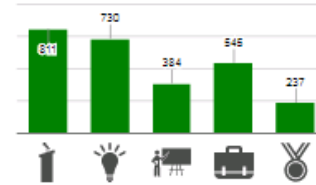
USF Tampa

Select sub-affiliation or leave empty

People by activity type [See Activities](#)

EVERYWHERE

Click the map for more info



[Home](#) [Partnerships](#) [Faculty](#) [Students](#) [Alumni](#) [Summary](#)

USF **WORLD**
UNIVERSITY OF SOUTH FLORIDA

[Table](#) [Map](#) [Information](#)

SEARCH PARTNERSHIPS

[Reset filters](#)

251 partnerships with **223** partners in **60** countries.

Click any number below for more information.



USF Tampa

Select sub-affiliation or leave empty

[All continents]

[All countries]

[All types]

☐ Open details in a new tab

[Download Spreadsheet](#)

What Units are Involved ?



HOW OTHER UNIVERSITIES HAVE ORGANIZED A GLOBAL SUPPORT FUNCTION

- Global Steering Committee (policy-oriented)
- International Operations Working Group (implementation-oriented)
- Global Support Services department / unit (staffed with FTEs)
- Faculty and staff guides/handbook about managing international activity
- Appointment of a Global Compliance Officer or Administrator (with resources)
- Internal and external training
- Built-in flags (HR system, pre-award system)
- Software improvements (program tracking)
- Outside expertise

Society of Research Administrators International (SRA-I)
Inaugural “Big Ideas” Winner 2016
Online Global Research Toolkit



An Online Resource for the University Community

GLOBALRESEARCHTOOLKIT.COM

HOME

MEET THE TEAM

CONTACT US

DISCUSSION

TOOLKIT



Managing the Start-Up Process

Nothing is more frustrating than receiving funding and later discovering that something in your project was not taken into account that now threatens its sustainability. Find resources here to assist in preventing roadblocks and navigating them successfully when they do occur.

Communication, Culture, and Ethics

Communication, culture, and ethics should all take center stage when working on an international collaboration. Not only do you need to be able to communicate effectively with your project researcher, but you should also be able to communicate with other administrators on the project as well as carry realistic expectations on project progress.



Human Resources, Payroll, and Taxes (Labor and Tax Laws)

Many global research activities involve faculty, students, and/or staff working for various periods of time in the country of project operation. Some initiatives may involve transferring an employee abroad or relocating an employee for an extended period of time outside his or her home country. Still others may also necessitate hiring foreign nationals to work in their home countries in support of the project and/or hiring foreign nationals to work in the U.S. These issues can all present a range of legal, financial, risk management, and logistical considerations that can create complications and add expenses. Explore some of these issues and charts to help navigate the complexity in this section.

Intellectual Property and Commercialization

Intellectual property and commercialization are two issues that are especially salient at the international level – especially when industry partners are involved. They are a central issue in international research collaborations and should be addressed by a legal professional at the earliest chance in a burgeoning project.



YOUR ROLE

GETTING STARTED

COMPLIANCE AND LEGAL MATTERS

DOING BUSINESS

TRAVEL AND SAFETY

FUN WIDGETS

THE GOOD, THE BAD, AND THE UGLY



Connecting Beyond “Research” and “International”





YOUR HOSTS

KIKI CARUSON, AVP for Research, Innovation and Global Affairs, USF World

JENNIFER CONDON, AVP and Controller, USF Business and Finance

REBECCA PUIG, Senior AVP, Research & Innovation

TERRY CHISHOLM, Vice Provost for Strategic Planning, Performance, & Accountability



1st

UNT - International





Developing Institutional Strategies for Growing Global Research

An AIEA Thematic Forum • April 6 – 8, 2014 • University of South Florida, Tampa



3rd...



**CII Summer Meeting
Save the Date
July 17-19, 2016**

**Stay for the Advancing International
Research Collaborations:
Policy and Practice Conference
July 20-21, 2016**

Welcome to
RUTGERS
THE STATE UNIVERSITY
OF NEW JERSEY

**APLU
COMMISSION ON
INTERNATIONAL
INITIATIVES**

*North American Public Universities in the 21st Century:
Global Responsibilities, Challenges, and
Opportunities in the Developing Global South*
Hosted by Rutgers, The State University of New Jersey

4th

2018 International Research Conference

at the University of California, Davis

**Innovation within Changing
Political and Research Environments**

SEPTEMBER 17 – 18