Lost in Translations and Time Zones

A Discussion on Transforming Research Administration Basics to Collaborate with an International Sponsor

Dr. Clifton P. Griffin
Dean of Graduate Studies and Research
Salisbury University
www.salisbury.edu
cpgriffin@salisbury.edu

Lesley Bell
Associate Executive Director
Texas A&M University Sponsored Research Services
www.srs.tamu.edu
lbell@tamu.edu
Expansion of International Activities with Universities

Why Are U.S. Universities Expanding?
- Economic, Political, and Societal Forces
- Integration of Research
The U.S. is the Largest Exporter of Branch Campuses

Some Locations of U.S. Branch Campuses Include:
- Canada: 16%
- China: 29%
- United Arab Emirates: 16%
- Singapore: 10%
- United Kingdom: 6%
- Qatar: 11%
- France: 6%
- Greece: 6%

Source: Branch Campus Listings, Cross-Border Education Research Team, January 20, 2017
Reality: Significant Changes are Happening

- A basic shift
- Federal agencies provided less than half of the U.S. basic science funding in 2015, a result of stagnant budgets and rising investment by industry, universities, and philanthropies
- Foreign sources supporting research initiatives on the rise
The Shift in Sponsored Funding

- Federal agencies provide less than 50% funding on basic research
- There is a slow but steady rise in spending by universities and private foundations

Source: Data check: U.S. government share of basic research funding falls below 50%, Science March 9, 2017
Branch Campuses:
The Valuable Relationship

National Priorities
- Provides Critical Access to Education
- Spurs Technological Innovation
- Creates a Well-Trained Workforce
- Provides a Strong Economic Base
- Attracts Highly Competent Researchers
- Conveys Prestige
- Scientific Excellence
- Increasingly Global in Nature
Transition of Skill Set to a Global Level

OUR STORY
Texas A&M University at Qatar

- In 2003 Texas A&M University Became Opened a New Branch Campus
- Located in Education City within Doha, Qatar
- Texas A&M University Qatar Offers Engineering Undergraduate and Graduate Degrees
Where is Qatar

8,007 mi
Distance from College Station to Qatar

- Located in Western Asia
- High Income Economy
Education City, Doha, Qatar

- Located in Education City within Doha, Qatar
- Education City Members Included:
  - Virginia Commonwealth School of Arts
  - Weill Cornell Medical College
  - Texas A&M University at Qatar
  - Carnegie Mellon University
  - Georgetown University School of Foreign Service
  - Northwestern University
  - HEC Paris Business
  - University College London
Research Initiatives at Texas A&M University at Qatar

- Qatar National Research Fund (QNRF)
- Member of the Qatar Foundation
- Mission is to Respond to the National Needs of Qatar
- Envisions Research as a Catalyst to
  - Expanding Country’s Economy
  - Enhance the Education of its Citizens
  - Train its Workforce
- Industry Sponsors
Research Initiatives at Texas A&M University at Qatar

- National Priorities Research Program (NPRP) in 2008
  - Funding Program to Support Research
  - Approximately $42M of Annual Research Expenditures to Texas A&M University’s Research Expenditures of $867M
Research Initiatives at Texas A&M University at Qatar

Cumulative Project Funding 2008 – 2015

PATENT APPLICATIONS & INVENTION DISCLOSURES

72
OVERALL PATENT APPLICATIONS

26
2015 PATENT APPLICATIONS

65
OVERALL INVENTION DISCLOSURES

14
2015 INVENTION DISCLOSURES

$153,467,376.40 TOTAL AMOUNT OF ACTIVE/CURRENT RESEARCH PROJECTS
This number includes cycle 6, PDRA cycle 2, and UREP 18 (which are awarded in 2015 and will have start dates in 2016)

19.43% LIBERAL ARTS

22.54% MECHANICAL ENGINEERING

1.55% CHEMICAL ENGINEERING

8.81% PETROLEUM ENGINEERING

23.32% ELECTRICAL ENGINEERING

$38,743,689.07 SCIENCE

$33,056,647.79 MECHANICAL ENGINEERING

$29,890,897.84 CHEMICAL ENGINEERING

$2,99,384.20 LIBERAL ARTS

$11,394,576.16 PETROLEUM ENGINEERING

$39,082,181.36 ELECTRICAL ENGINEERING

EACH PROGRAM'S PERCENTAGE OUT OF THE TOTAL 193 PROJECTS COUNT

24.35% ELECTRICAL ENGINEERING

23.32% SCIENCE

22.54% MECHANICAL ENGINEERING

19.43% LIBERAL ARTS

8.81% PETROLEUM ENGINEERING

1.55% CHEMICAL ENGINEERING
Research Administration Considerations

Details and Taking Nothing for Granted

- Protection of Intellectual Property
- Effort Reporting
- Export Control
- Student Employment
- Terms & Conditions
- Human Resources
- Balance Stakeholders
- Mitigate Risk

University Requirements
Sponsor
Basics
Transformation: The Role of a Facilitator

- The most dangerous statement we can make as research administrators is ...... We have always done it this way.

- The Facilitator
  - Developing a Delegation of Authority That Works
  - Protect Hosting University from Unacceptable Risk
  - Balancing Hosting Countries Laws with University Policies, U.S. and State Laws
Transforming Research Basics

- Critical Reflection
- Recognition and Analysis of Taken-for-Granted Assumptions
- Set Aside All Preconceived Ideas
- Learn to Address the Research Concerns and Needs
- Open our Minds
- Adapt to Be Successful
Building Cross-Cultural Relationships

► Communication Styles

- Gain an Understanding Sponsors of the Culture
- How Does the Funding Culture Best Receive Information
- Understand the Sponsors Hierarchy to Avoid Pitfalls
- Written vs. Verbal
- Understand the Concept of Time Differences and Work Weeks
Evaluating & Transforming

- Sponsor Rules are Unfamiliar and Ever Changing
- Written vs. Verbal
- University Policies are Difficult to Enforce
- Heavily Influenced by In-Country Stakeholders
- What Sponsor Says Goes?
- Examine Home Institution Policies and Practices to Broaden Scope
Best Practices

► Evaluate

► Create Efficiencies
  ▪ Successfully Support the Needs of Sponsor
  ▪ Support the Needs of a Unique Sponsor
  ▪ Provide Researchers the Guidance
  ▪ Limit Risk to the University
  ▪ Manage Partnerships To Build Better Services
Questions