



**2017 SRS
International
Annual Meeting
October 14 - 18, 2017**

Lost in Translations and Time Zones

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

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Expansion of International Activities with Universities

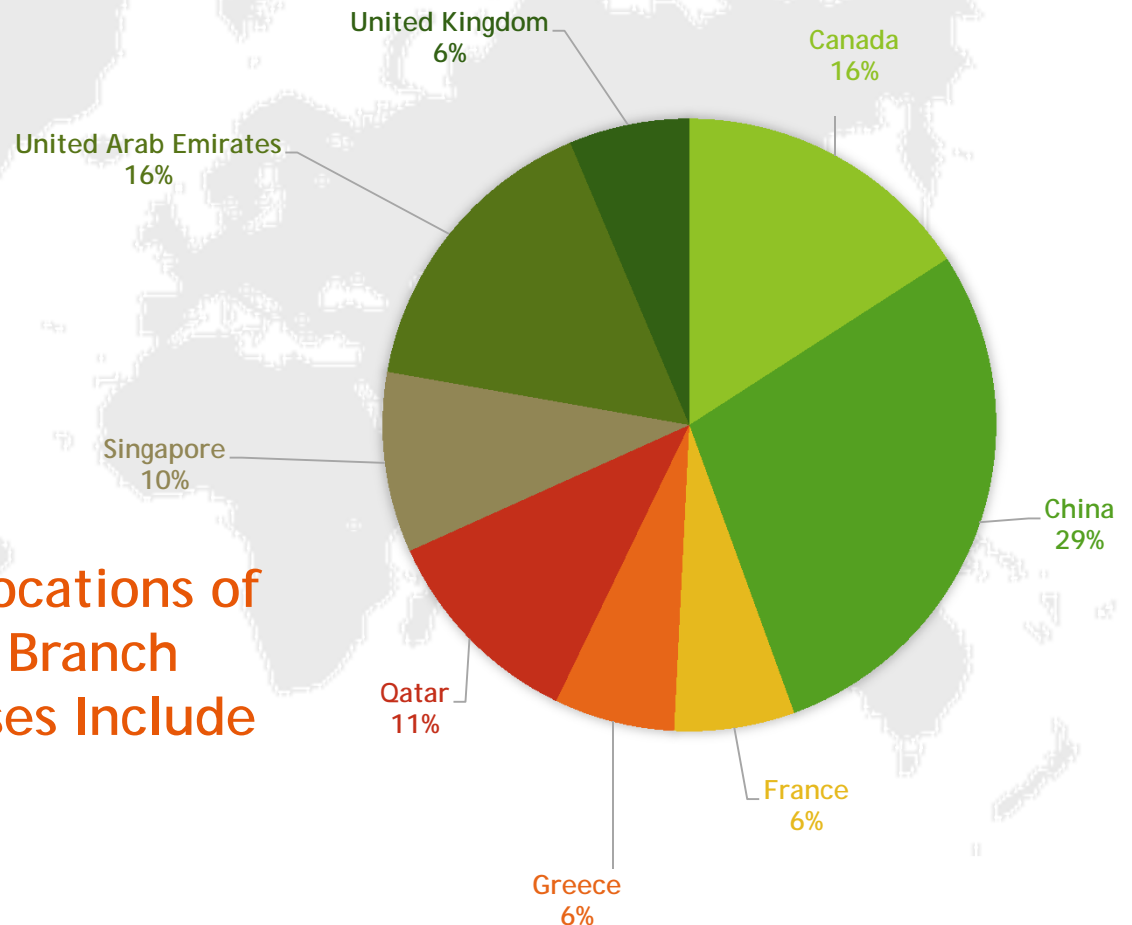
- ▶ Why Are U.S. Universities Expanding?
 - Economic, Political, and Societal Forces
 - Integration of Research



U.S. International Locations

- ▶ The U.S. is the Largest Exporter of Branch Campuses

Some Locations of U.S. Branch Campuses Include



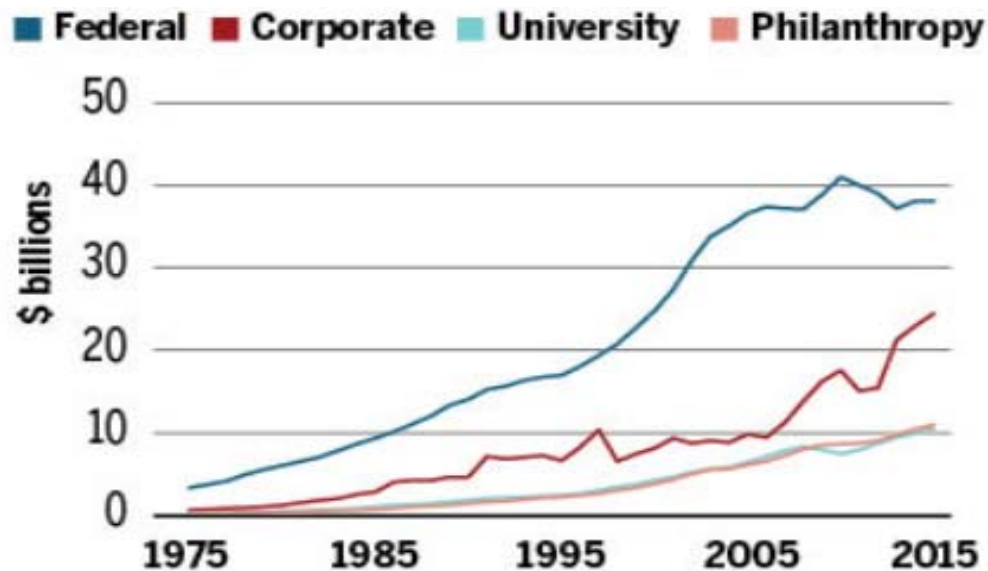
Reality: Significant Changes are Happening

- ▶ 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



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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



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Source: Branch Campus Listings, Cross-Border Education Research Team, January 20, 2017

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



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Education City, Doha, Qatar

▶ Located in Education City within Doha, Qatar

▶ Education City Members Included:

▪ Virginia Commonwealth School of Arts



▪ Weill Cornell Medical College



Weill Cornell
Medicine-Qatar

▪ Texas A&M University at Qatar



▪ Carnegie Mellon University

Carnegie
Mellon
University
Qatar

▪ Georgetown University School of Foreign Service

▪ Northwestern University



NORTHWESTERN
UNIVERSITY
IN QATAR

▪ HEC Paris Business



كلية الشؤون الدولية في قطر
SCHOOL OF FOREIGN SERVICE IN QATAR

▪ University College London

UCL QATAR

كلية لندن الجامعية قطر

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



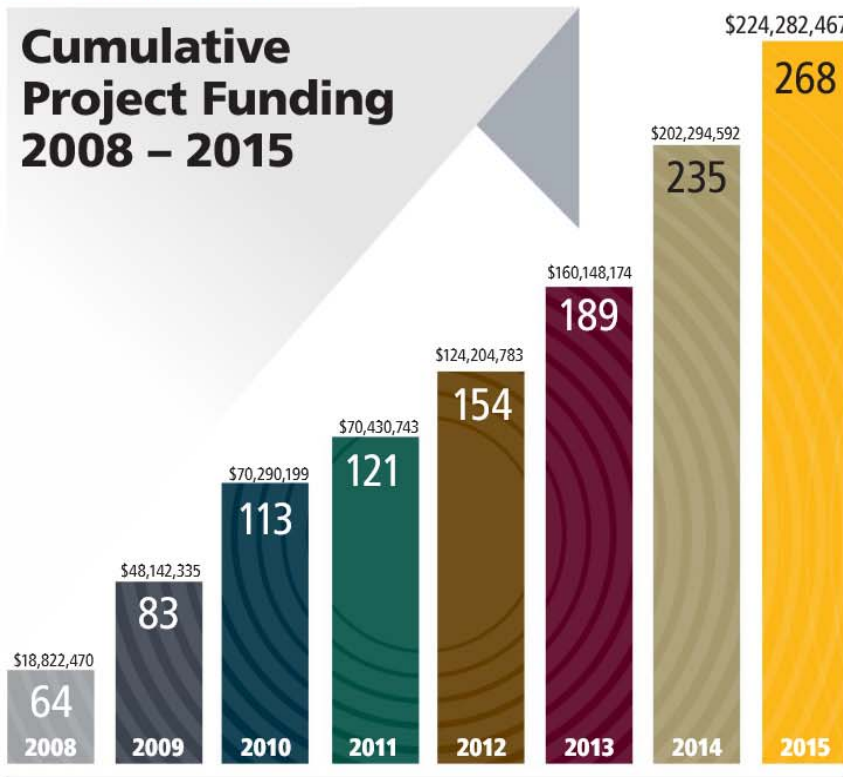
Research Initiatives at Texas A&M University at Qatar

- ▶ 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

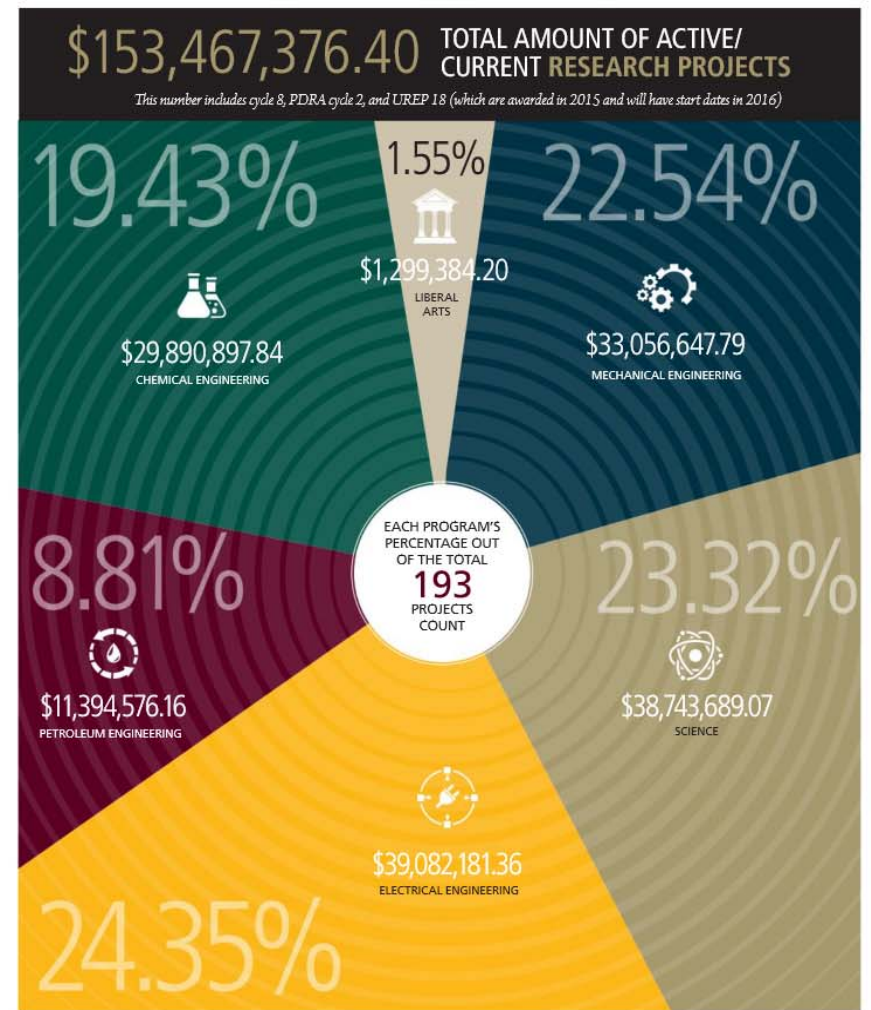


Research Initiatives at Texas A&M University at Qatar

Progress: Success and Transformation in Research



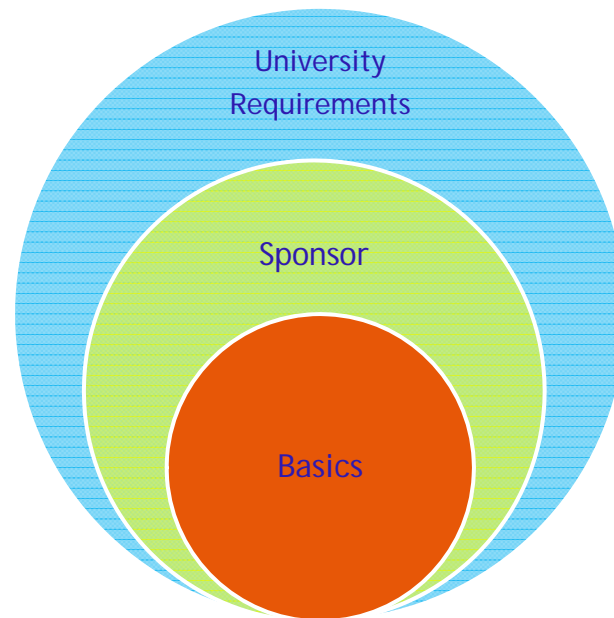
PATENT APPLICATIONS & INVENTION DISCLOSURES



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



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

