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IV. Supporting Excellence in International Research

Introduction -

While Michigan State University is proud of its status as one of the original land-grant universities and believes that this tradition is integral to its vision of internationalization, it is imperative to note that Michigan State University is also one of 62 research universities with membership in the Association of American Universities (AAU). Furthermore, MSU's stated goal "to discover practical uses for theoretical knowledge, and to speed the diffusion of information to residents of the state, the nation, and the world" (MSU Mission Statement) (<http://www.msu.edu/unit/provost/resources/mission.html>) depends upon the breadth and quality of its research. Research provides the underpinning for both quality teaching and outreach/engagement. Thus, MSU's commitment to research at the highest level is central to its mission as a leading global land grant university.

This commitment to research is found throughout the university, from the mission statement to the faculty handbook, from organizational structure to strategic planning. MSU's Mission Statement emphasizes the role of research at the university; "Research and scholarship help preserve and enrich cultural and creative traditions, as well as contribute to the formulation of new knowledge. ... The established national and international reputation of the university is based upon the quality and distinctiveness of the research and scholarly activity of its faculty and students." The importance of faculty research is further emphasized in the Faculty Handbook. "The search for new information and understanding is as important to the University as the transmission of existing knowledge and understanding. ... Creativity in the arts as well as basic and applied research are faculty activities that are expected and encouraged by the University" (<http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/>).

To facilitate the high expectations for faculty research, and in line with its stated commitment in the MSU Mission Statement and the Faculty Handbook, the University offers numerous supports to faculty. "Departmental and college facilities and resources are available in most units to partially support research and creative efforts of the faculty. In addition, the University maintains an array of facilities and programs which can be drawn upon for support. These include the Library, the Office of the Vice President for Research and Graduate Studies, various divisions such as the Computer Laboratory, Office of Radiation, Chemical and Biological Safety, University Laboratory Animal Resources, Instructional Media Center, Broadcasting Services, etc. and various centers and institutes for facilitating multi- and interdisciplinary research projects. Solicitation of funds for research by the faculty is encouraged within established policies and procedures" (Faculty Handbook). The Office of the Vice President for Research and Graduate Studies (VPRGS) is a substantial source of support for research and creative activity at the university. The VPRGS administers multiple internal funding programs for faculty research, facilitates faculty funding via external resources, maintains an informational web-site, offers training on research and funding issues, and oversees research support facilities (<http://www.msu.edu/unit/vprgs/>). Research infrastructure also includes a strong commitment to research compliance, including: human subject protection, animal care, export control and trade sanctions, and environmental systems management.

Finally, strategic planning at the University equally emphasizes and supports research activities. University research is a substantial component of the annual planning and review process of every major unit. In addition, the Council on the Review of Research and Graduate Education (CORRAGE) (<http://www.msu.edu/unit/acadgov/corrage/>) undertook a substantial review of university research in 1991. CORRAGE affirmed the University's research mission, noting "MSU has the responsibility to combine the highest quality research with the highest quality teaching and application of knowledge for the purposes of human enlightenment and enablement" (CORRAGE p2). To further the role of research at the University, CORRAGE reviewed patterns of research at the university, surveyed external forces impinging on university research, and made recommendations "to increase significantly the quality and quantity of research at MSU and thus to enhance its stature as a public research university" (CORRAGE p16). The emphasis across the University on research has had a substantial impact. Sponsored research at MSU in 2003-04 reached \$303 million, a substantial increase over the \$186.7 million in 1994-95. (For more detailed information on support for and the extent of research at MSU, see Chapter VI: Criterion 4).

It is not surprising then that MSU's commitment to internationalization includes a commitment to research that has an international perspective. Such research includes: projects involving comparative politics, economics, and cultures outside the U.S.; languages other than English; environmental issues including land use cover change and multinational enhancement of crops; health and life sciences; safe water and food resources, food security, and other areas.

Placeholder: Additional input from colleges. Such research may be conducted on campus, in other countries, or in a globalized electronic context that may combine work from campus with work outside the U.S. Regardless of where the research takes place, MSU must maximize opportunities to involve undergraduate and graduate students, as well as faculty, at all stages of their careers. In fact, research/scholarship is inextricably linked to graduate education and to faculty life (see sections III, V, and VI for recommendations specific to each group).

This section will provide an overview of selected international research strengths at the university as well as some of the systems in place to support international research. It will then offer several suggestions for discussion and action in regards to supporting excellence in international research.

International Research Strengths and Supports -

MSU has a more than 50-year legacy of international engagement that has resulted in more than 200 major research and technical assistance projects around the world. MSU has a strong presence in Africa, Asia and Oceania, Europe, North America and South America and is recognized internationally for its work in numerous arenas, such as basic human needs; education; international trade; sustainable agriculture; plant, animal, and human health and welfare; and the environment (see Appendix D for more on environmental research).

Placeholder: Other unit examples.

The economic value of international research is substantial. According to the University Contract and Grant Administration office, there were 738 total awards for a total of \$150,561,741 from 1997-2003. A total of 111 grantors awarded funding to MSU for international research and projects during this seven-year period. The major grantor was the

federal government (87.1%). The following sources each provided 3 % or less of the total funding awarded: federal government pass-through, foreign government/aid organizations, foundations, international organizations, non-profits, corporations, and state government. During this period, twenty-one colleges and units received awards, with the College of Agriculture & Natural Resources, the Institute of International Agriculture, and the College of Social Science the predominant recipients. MSU receives about \$35 million annually (grants plus gifts) in external funding for international research and project work, and more than 225 faculty have done international work funded by external grants in the last five years. Given these funding totals, it is not surprising that virtually every academic unit across the university is engaged in international research. Unfortunately, only a very few examples of the international research conducted at MSU can be included in this self-study (additional examples are on the website and in Chapter VI: Criterion 4).

A major portion of the international research portfolio can be found in Michigan State University's five area studies centers: the African Studies Center (ASC) (<http://africa.msu.edu/>), the Asian Studies Center (ASN) (<http://www.isp.msu.edu/asianstudies/>), the Center for Latin American And Caribbean Studies (CLACS) (<http://www.isp.msu.edu/clacs/>), the Center for European and Russian Studies (CERS) (<http://www.isp.msu.edu/CERS/>), and the Canadian Studies Centre (CSC) (<http://www.isp.msu.edu/CanadianStudies/>). In addition, MSU has two thematic centers with an international focus: the Center for the Advanced Study of International Development (CASID) (<http://www.isp.msu.edu/CASID/>) and Women and International Development (WID) (<http://www.isp.msu.edu/wid/>). The centers facilitate inter-disciplinary exchange and collaboration among faculty, strengthen curricular offerings in area studies and foreign languages, establish collaborative relationships with universities abroad, undertake outreach to broader U.S. publics, and procure external resources. MSU's international centers have ranked among the best in the nation, with four centers regularly rated by national peer review panels as in the top five in the nation (ASC, CSC, CASID, WID). In addition, ASC and CASID/WID (jointly) have been named Title VI Comprehensive National Resource Centers, for which there is an expectation of significant faculty research. In 2002-03 alone, ASC-affiliated faculty were awarded almost \$15 million in research and development grants on Africa (in fact, more than 2/3rds of MSU international research and projects are in Africa). Examples of major faculty projects in Africa include food security research in West and East Africa; medical research and treatment of malaria in Malawi, elephantiasis in Tanzania, and schistosomiasis and river blindness in Ghana and Sudan; the Afrobarometer democracy project with major collaborators in Ghana and South Africa; food industry development in South Africa and Ghana; agricultural biotechnology and bean and cowpea support across Africa; teacher development in Guinea and Burkina Faso; and agricultural training in Rwanda and Zimbabwe (see Appendix ?, Review of Area Studies, for more information on the research activities of MSU's Area Studies Centers). **Placeholder: More information from Review of Area Studies.**

In addition to providing a home for international regional research, the Area Studies Centers encourage interdisciplinary, thematic research through The Global Area and Thematic Initiative (GATI). GATI was designed jointly by five ISP area and international studies centers. It fosters comparative and thematically oriented multi-disciplinary research programs, and undergraduate or graduate training on key transformations in international development. GATI awards require matching department/college funding and provide up to \$20,000 per year for one- to three-years.

Recipients must seek external funding for future related initiatives. The program is funded by the participating MSU Title VI area and international studies programs and receives matching funds from the Provost and the ISP. During the five-year period from 1998-99 to 2002-03, 22 project grants and three seed grants valued at more than \$280,000 were awarded through GATI. With GATI seed funding, some of these projects have developed to receive significant additional external funding, particularly: (1) the international grades and standards project, which received more than \$9 million in funding from USAID and a National Science Foundation training grant of \$280,000, and (2) the climate and land use change in East Africa project which received \$770,000 in funding from the United Nations Environment Program Global Environment Facility. The GATI website (<http://www.isp.msu.edu/gati/public/whatis/>) provides more information on projects. This program could be strengthened and aligned with MSU's international research priorities (see recommendations below).

Another notable locus for international research at MSU is The Center for International Business Education and Research (MSU-CIBER) (<http://ciber.msu.edu/>) in The Eli Broad Graduate School of Management. MSU-CIBER was designated in 1990 as one of the pioneer National Resource Centers in international business by the U.S. Department of Education. In this capacity, the mission of MSU-CIBER is to provide world-class education, research, and assistance to businesses on issues of importance to international trade and global competitiveness. MSU-CIBER is dedicated to carrying out research that generates best-practice knowledge on global business operations and global competitiveness. A recent study published in *Management International Review* (volume 44(2), 2004) has identified Broad School faculty among the most productive in international business research. In fact, in the 1996-2000 time period, the Broad School had the most published articles in the field's top three journals.

Just as in the Broad Graduate School of Management, many faculty in the social, behavioral, and economic sciences in the College of Social Science (<http://socialscience.msu.edu/>) approach their scholarship with a global perspective to people, events, and environments. In Fall 2001 the College of Social Science conducted a survey of ongoing international activity. This report found that every unit of the College, represented by over one hundred faculty and students, was engaged in international activity during the year. In 2000-2001 twenty-six new research and training grants for international activity were awarded totaling more than \$4,000,000. In the three years 2002, 2003, 2004, College faculty were involved in the award of 93 external grants totaling \$18.5 million. In the past two years the College, in cooperation with ISP, has hired, or is in the process of recruiting, 20 faculty members with international foci to their work. This international research examines topics such as causes and effects of land use change; improving food industries in developing countries; and the evolving social, political, and economic attitudes in emerging democracies. Some current international research projects involving College of Social Science faculty include "The Synergism of Fire; Forest Fragmentation; and Selective Logging in the Brazilian Amazon," in the Center for Global Change and Earth Observations, "The Role of Historical Narratives in Extending or Ending Violence in Indonesia" in Anthropology, and "Weak Property Rights and the Emergence of Labor Markets in Rural China" in Economics (<http://socialscience.msu.edu/international/research.html>). **Placeholder: More specific examples from units.**

In addition to its Area Studies Centers, international business, and the social sciences, MSU has strengths in international research on the environment. Although MSU has not developed a formal process to quantify the international research activities that are conducted on the environment, general statistics can be obtained from data gathered by the Office of International Development (<http://www.isp.msu.edu/oid/about.htm>) and the Office of Contracts and Grants (<http://www.cga.msu.edu/>). Of the funding awarded to MSU for international activities, almost 90% was derived from the U.S. federal government, with USAID providing the largest percentage (48%). The College of Agriculture and Natural Resources received the greatest amount of internationally focused research funding (~42%, \$41,498,761), followed by the College of Social Science (14.3%) and the Institute of International Agriculture (11.4%) (Memorandum to M. A. Walker from L. Lee dated May 1, 2002). Much of the research in CANR and IIA deals directly with environmental and food security issues.

All environmental research can be considered to have an impact internationally. More narrowly considered, however, much of the environmental research at MSU has an international focus because it deals with regional international issues or because it involves collaboration with international partners. Regional international research on the environment has focused predominately over the past 5 years on countries in Africa and Latin America/Caribbean (<http://www.isp.msu.edu/oid/projects/index.htm>). Country specific environmental projects are also in progress. MSU is involved in projects in 14 African countries, 10 Asian/Near Eastern countries, 11 Latin American/Caribbean countries, and 8 Eastern European countries (<http://www.isp.msu.edu/oid/projects/index.htm>). Regional international environmental research at MSU ranges from developing transgenic potatoes that are resistant to potato tuber moth in Egypt and Indonesia to studying the Great Lakes ecosystem and fisheries in collaboration with The Great Lakes Fishery Commission in the U.S. and Canada. Other environmental research projects at MSU deal with global issues and involve substantial international collaboration. For example, “Clayton Rugh, an assistant professor of crop and soil sciences, ... [is researching] phytoremediation - using plants to remove contaminants from the soil ... Rugh is collaborating with colleagues at the Institute of Genetics and Cytology at Minsk, Belarus; the University of York in England; and the Sainsbury Laboratory at Norwich Research Park, U.K, to work on strategies to have plants produce biological detergent compounds ... that target the thorny environmental problems of hydrophobic pollutants” (MSU News Bulletin 2/24/05, 5). While research into how best to clean up toxic waste will inevitably prove useful around the world, Rugh’s research also involves a substantial amount of international engagement in the research process itself. (For more information, see Millenbach and Taylor, “The Environment and Internationalization”). **Placeholders: Specific examples provided by units.**

Similarly to environmental research, much of the research in physical science at MSU is international in both its implications and its execution. For example, the National Superconducting Cyclotron Laboratory (NSCL) (<http://www.nscl.msu.edu/>) at MSU is the leading rare isotope research facility in the United States, and one of approximately six leading centers worldwide for this branch of nuclear physics. NSCL scientists and researchers employ a wide range of tools for conducting advanced research in fundamental nuclear science, nuclear astrophysics, and accelerator physics. Important applications of the research conducted at the NSCL benefit society in numerous areas, including new tools for radiation treatments of cancer patients and the assessment of health risks to astronauts. Funded primarily by the National

Science Foundation and MSU, the NSCL operates two superconducting cyclotrons. The K500 was the first cyclotron to use superconducting magnets, and the K1200 is the highest-energy continuous beam accelerator in the world. Using these and other related devices, NSCL scientists have learned more about the origins of the elements in the cosmos. Having coupled the two cyclotrons to make even rarer isotopes, NSCL continues to gain a better understanding of atomic nuclei. More than 600 scientists from the US and abroad have come to the NSCL. The presence of so many international scientists at the NSCL is recognition of the international scope of its nuclear physics research and of its innovations in accelerator design.

Another world-class facility operated by MSU that attracts international scientists and leads to universal discoveries is the Southern Astrophysical Research (SOAR) (<http://www.pa.msu.edu/soarmsu/>) telescope, located in Chile. The 4.1-meter telescope, located atop a 9,000-foot Chilean mountain called Cerro Pachon, is a joint project between MSU, the University of North Carolina at Chapel Hill, the country of Brazil, and the National Optical Astronomy Observatories. The nation of Chile is a de facto partner. More than 10 years in the making, the SOAR Telescope features some of the world's most advanced technology, including "adaptive" optics that correct for both image motion and distortion due to atmospheric disturbances, and an infrared camera that was developed and built at MSU. Timothy Beers, an MSU professor of physics and astronomy, notes "this instrument will allow us to penetrate through the dust and debris of deep space to see the star-forming regions of our universe ... The data collected by SOAR will provide clues to many fundamental questions, including how stars and galaxies were formed." While the telescope can be controlled from East Lansing, the involvement of the nations of Brazil and Chile and the participation of scientists around the world demonstrate the truly international scope of research on this scale.

Like the physical and environmental sciences, engineering can be considered a "global" profession. The "core" courses in engineering, such as statics, mechanics, thermodynamics and circuits, are essentially standardized across the world, and courses taken in one part of the world generally transfer to others. Similarly, engineering research faculty come from all parts of the globe. In fact, 32% of ranked faculty in the College of Engineering are non-U.S. citizens or are now U.S. citizens but received their highest degree abroad. It is not surprising, then, that on a day-to-day basis Engineering faculty collaborate on their specific areas of research (on topics as diverse as nanotechnology, biotechnology, composite materials, and signal processing) with colleagues from around the world. Of course, MSU engineering faculty also have official roles in research activities that are international in scope and in execution. For example, MSU is one of two U.S. partners in the Biosecure Network of Excellence, a European Union funded project to address research issues in biometrics for secure authentication. In addition to the two U.S. partners, this project involves over 20 major European universities and companies. International research activity also occurs on MSU's campus. The Richard Hong Endowment in the Department of Electrical and Computer Engineering provides the opportunity for students at the National Taiwan University to visit MSU and collaborate with faculty on their research. These are just two examples of what makes engineering an internationally engaged discipline.

Placeholders: Examples from Arts and Letters (e.g. Ethics and Development, world lit, etc), Communication Arts and Sciences.

Finally, The College of Education (<http://www.educ.msu.edu/>) is known throughout the world for its leadership in large-scale cross-national studies in education sponsored by the International Association for the Evaluation of Educational Achievement (IEA) consortium. These include the Third International Mathematics and Science Study (TIMSS) in which the college played a major national and international role. More recently, the College has been selected by IEA to be one of two lead institutions for its first comprehensive cross-national research study of teacher preparation and induction in an estimated 20-30 countries. More generally, the faculty's areas of international strength include the following:

- TIMSS-type IEA multinational research on curricula, teaching, and learning (especially mathematics, science, and civic education)
- Other international research and outreach to improve the teaching of mathematics and science
- International research and development using innovative pedagogy and new forms of school-community relations to address issues of environmental education and community development
- International research on teacher learning and professional development
- International research and outreach to help educators understand and use technology and to make available needed on-line resources
- International research on school choice, decentralization, and educational finance
- International research on higher education (especially in Africa)

One of the reasons that The College of Education has such a strong reputation for international research is the support system in place in the College. The Office of International Studies in Education (<http://ed-web3.educ.msu.edu/international/ISE/ISE.htm>) supports the international research of faculty in The College of Education through finding and tracking funding opportunities, helping to write proposals and prepare budgets, helping doctoral students find funding for international dissertations, and promoting faculty on their website and at relevant venues throughout the world. This office also facilitates and supports professional relationships with institutions and researchers throughout the world, including but not limited to Australia, China, Germany, Italy, Japan, Vietnam, Korea, Taiwan, India, Mexico, and Brazil.

This kind of support for international research is also present in other colleges. For example, The Institute of International Agriculture (IIA) (<http://www.iaa.msu.edu/>) in the College of Agriculture and Natural Resources (CANR) serves to help promote, facilitate, and expedite the international programs of the College. More specifically, it assists all academic and nonacademic units to continue building an international dimension into ongoing programs of teaching, research, and extension. IIA is home to many of MSU's externally funded international development project activities, engaging faculty and students across many colleges and departments on campus. Examples include conducting collaborative research with host country scientists; providing consultant services to international research organizations, foreign government agencies, and others; serving as guest lecturers; and hosting faculty and researchers from host country institutions. In addition to faculty research, many projects include training components, bringing international students to MSU master's and Ph.D. programs and for short-term non-degree programs.

Similarly, The Institute of International Health (IIH) (<http://www.msu.edu/unit/iih/>) was established at Michigan State University in January 1987 to marshal university resources to address problems of world health and to serve as a center for information on world health issues. The IIH is a focal point at MSU for facilitating faculty and student research and academic interests in international health and for international health projects overseas. While the constituent colleges of the IIH are the College of Human Ecology and the College of Osteopathic Medicine, the IIH works with all health-related colleges, as well as with social and agricultural scientists, nutritionists, and a variety of interdisciplinary units, to foster and coordinate research, education, and development at the international level. Collaboration with these units enhances the IIH's ability to approach world health issues from a multidisciplinary perspective. In addition, the IIH collaborates with more than 36 MSU-affiliated community hospitals throughout the State of Michigan that are used for the clinical training of MSU medical students. These hospitals contribute health experts for IIH's overseas projects and hospital-based training for visiting foreign health professionals.

Finally, the Office of International Development (OID), a unit within International Studies and Programs, has enhanced international research efforts since its inception in January 2000. Its primary focus is to facilitate cross-college collaborative research efforts and develop multi-disciplinary projects. OID has worked with faculty members and graduate students across campus to help advance MSU as a leader in collaborative international development activities. It strives to bridge the gaps between MSU's various colleges and departments, combining MSU's strengths in collaboration with colleagues throughout the world. OID uses its knowledge of the many international involvements of MSU's faculty and markets MSU's strengths internationally so that teams of qualified individuals can assemble rapidly in response to viable opportunities. OID serves all fifteen Colleges at MSU, with an emphasis on cross-disciplinary projects with faculty from the College of Agriculture and Natural Resources, the College of Veterinary Medicine, the College of Social Science, the College of Communication Arts and Sciences, and the affiliated Centers and Institutes of International Studies and Programs. A listing of the more than 80 current international development projects by continent/region is available on the MSU OID web page (<http://www.isp.msu.edu/oid/projects/index.htm>).

Placeholder: Add more examples of international research and research support as they come in.

While far from exhaustive, these examples demonstrate the wide range of international research and scholarship pursued at Michigan State University, as well as some of the support systems that make international research possible. As one of the top research universities in the country, MSU's commitment to research is demonstrated across the university, from its mission statement to its substantial investment of resources. While this commitment embraces international research, for MSU to become truly renowned for its international research it may need to consider the following recommendations for discussion and action.

Recommendations for Further Discussion –

MSU installed a new Vice President for Research and Graduate Studies in September 2004. Vice President Ian Gray embarked on a series of discussions in order to establish a University strategic research agenda. These ongoing discussions include members of the University

Research Council (made up of Associate Deans, VP staff, and a member of University Graduate Council), college Deans' and their staff, and faculty. The MSU research agenda does not preclude individual faculty research in any area. The goal of the discussions is to provide a series of interdisciplinary research themes/areas in which MSU will invest resources and are based on integrating the research priorities germane to multiple colleges. These themes/areas are to focus on MSU's research and scholarly strengths that fulfill MSU's mission to provide "practical uses for theoretical knowledge, and to speed the diffusion of information to residents of the state, the nation, and the world" (MSU Mission Statement). For example, a series of white papers is under development around the NIH "Roadmap" interdisciplinary themes (<http://nihroadmap.nih.gov/>) for the health and biomedical research program (<http://www.msu.edu/unit/vprgs/RNfall04/nihfunds.htm>). In addition, a series of cross-college thematic areas has been identified for further development, including: families and communities, environmental science and policy (including major foci on land use and water), nanotechnology, homeland security, plant and animal sciences, renewable resources, molecular toxicology, and K-12 education. Many of these focal areas are inherently international with both international research partners and/or international connections through outreach and engagement. Specific research themes will be refined throughout the 2005-06 academic year. **Placeholder: Additional details as the strategic planning continues.**

Further topics for discussion include:

- The internationalization of our higher education institutions is more than just a preference, it is a necessity. A number of factors, both internal and external (tightening of visa restrictions, 9/11, growth of high quality universities around the world) mean that competition for higher education is increasingly global. In addition, research, research base, and opportunities are international in ways that are unprecedented.
- The sharp distinction between local and international issues is no longer viable. Given the globalization of the market, of health and environmental concerns, and the global flow of information, people, and ideas, many local issues are informed by international trends and conditions. What happens in international markets affects Michigan. For example, growing demand for steel in China has led to a resurgence in the mining industry in Michigan's Upper Peninsula and Northern Minnesota (<http://www.duluthsuperior.com/mld/duluthsuperior/10131250.htm>).
- MSU has a strong international presence. However, translating this body of work into a growth in reputation and rankings among peers has stumbled upon the perception that this work is largely pragmatic and extension-oriented. MSU's land-grant tradition does indeed make it a practically-minded place, but to claim a leadership role in international research, teaching, and outreach over the next decade and beyond requires that this important practical work be nested within larger theoretical and public policy frameworks. If MSU truly takes on the task of being one of the leading interpreters of globalization and its impact, then it must have a corresponding public policy reach.
- MSU also needs to continue to develop, where possible, broad synergies and connections between international priorities and other priorities of the university, particularly in the sciences, social sciences, and humanities. Such synergies encourage interdisciplinary hiring and research cooperation. MSU's basic strengths in science, environment and health issues are a good example of something that needs to be developed and exploited

for the international mission. MSU also needs to work out ways in which international and disciplinary priorities can be better harmonized.

- Faculty are key to increasing international research at MSU. To promote international research by faculty, the value of international research must be clearly stated in promotion and tenure review processes. Other potential incentives for faculty research on international issues include:
 - Providing adequate information on conducting and funding international research
 - Providing adequate funding for start-up of international research projects and/or inclusion of international content in ongoing research. Perhaps Intramural Research Grants Program funds could be set aside for international research.
 - Providing leveling funds for recipients of major international research awards
 - See Section III and Kristen Renn and Kelly Millenbah, *Internationalization of Faculty Roles and Rewards: Challenges and Opportunities* for additional recommendations regarding faculty.
- There must be a strong international component of the “themes and teams” approach currently being implemented by the Vice President for Research and Graduate Studies. The first step is identifying the major international research priorities (see below for suggestions) and aggressively organizing teams to better enable success internally and pursue outside funding. This process should help provide adequate funding for start-up of international research projects and/or inclusion of international content in ongoing research, with a strong expectation of outside funding to follow and a process that assesses progress after 18 months.

Specific Actions to Consider

- MSU must diversify its contract, grant, and endowment portfolio to increase funding for international programming. In addition to Title VI, the Vice President for Research and Graduate Studies in collaboration with faculty must identify high profile international research priorities (see below for suggestions) and create the incentives for faculty to pursue them (e.g., release time, seed money, grant writing support).
- MSU must better communicate its international research agenda, opportunities for collaboration on grants and projects, upcoming visiting scholars, etc. It should also provide, through ISP and the Vice President for Research and Graduate Studies, more opportunities for networking, hearing research results, etc.
- MSU needs to establish more awards that recognize outstanding research that involves international content, is conducted outside the US, and/or that otherwise promotes faculty and student engagement in global issues. For example, the Ralph H. Smuckler Award for Advancing International Studies and Programs at MSU recognizes and rewards one or two faculty members each year for their significant and lasting impact on the advancement of international scholarship, teaching, and public service at MSU. More such awards, with a more specific focus on international research, are needed.
- MSU needs to remove impediments to cooperative research and be in the forefront of demonstrating the value of international cooperation.

Strategic Goals for International Research—

- MSU will have at least twenty-five internationally focused units nationally recognized by peer institutions for teaching, research, and outreach.

- MSU will become internationally recognized for a distinct set of projects in broad thematic areas and/or projects in distinct regions.
- MSU will become a leader in publications related to international learning and learning from international activity.
- MSU will define/develop clusters of excellence that will be used to position the university for contracts, grants, and recruitment of students and faculty.

International Research Priorities

- Research into the processes of globalization (culturally, economically, etc.) and its impact.
- **Add more. Suggestions?**