

APPENDIX A: PRINCIPLES AND PRACTICES OF EFFECTIVE COLLABORATIONS

The concluding session of the 2009 Strategic Leaders Global Summit was a workshop-style discussion in which participants revised and approved a set of conclusions that had received significant attention and support in earlier sessions. While the purpose of the discussion was not to reach consensus on all topics, participants agreed to a statement about the value of international collaborations, a set of principles that uphold effective collaborations, and a plan for future work.

Preamble

As future researchers, educators, and leaders, graduate students must be prepared to address research issues that are global in scope and to participate in research endeavors that will continue to develop across national and cultural borders. International research and educational collaborations, such as joint and dual degree programs and formal and informal research collaborations and exchanges, are key to this preparation, enabling graduate students to directly experience the challenges and opportunities of international research and education. In order to ensure that such programs are effective and sustainable, however, graduate institutions must implement guiding principles and practices that take into account the benefits and requirements of all stakeholders. The participants in the 2009 Strategic Leaders Global Summit have agreed that the following principles and practices support the development of successful international collaborations between and among graduate institutions:

Principles and Practices for Effective International Collaborations

Effective international collaborations should

1. Clarify the purposes and goals of the collaboration, and the benefits to all direct stakeholders: graduate students, faculty, institution,

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- regions or countries affected by the collaboration.
2. Establish the rights and responsibilities of each partner before implementing collaborative activities.
 3. Understand and respect different social and academic cultures, with clear agreement about points on which compromise is and is not possible.
 4. Articulate and develop the roles and responsibilities of university leadership, faculty/academic staff, and students. Strong collaboration should be based on faculty or student experience and needs, within the framework of strategies articulated by university administration and/or government.
 5. Develop the capacity to measure benefits, quality, and outcomes in multiple areas, including research outcomes, pedagogy, education and career training, human resources, infrastructure, and institutional finances.
 6. Consider and articulate ethical standards as they pertain to different groups of stakeholders.
 7. Build a dynamic institutional culture that supports international collaborations, not merely individual partnerships.
 8. Ensure that the capacity exists to deliver upon commitments made to all groups of stakeholders.
 9. Provide appropriate support systems for students and faculty throughout their international experience, and provide resources that help graduate students develop cultural awareness and professional skills.
 10. Ensure that a record or database exists documenting past and current international collaboration agreements.

Plan for Future Work

To ensure that the summit discussions are fostered and supported, participants also approved the following action steps:

1. Pursue common strategies for measuring outcomes, identifying common measures for Master's, PhD and professional programs while distinguishing between different metrics of success for these degree types.
2. Share methods for communicating with institutional, national, and regional partners.

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3. Use new technologies to develop virtual communities of collaboration and knowledge exchange.
4. Develop and expand the impact of the Global Summit by developing the link between the summit and national and international policy-makers and by scaling up the event to include a broader range of regions and countries.