

Global Encounter-Brazil: Moving Toward Action

Institutional Planning and Support

Individual Written Responses to Questions Related to the Topic

Procedure used to generate this document:

This document represents the summary of responses individuals wrote to questions related to their self-selected area of interest/expertise within six topic areas (Bio-economy and Development; Cultural Hybridizations; Environment, Technology, and People; Global Relations; Health, Education, and Social Disparities; Institutional Planning and Support and Political Economy, Commerce). All responses received are included and are typed verbatim with some explanation of acronyms. There is no significance in the ordering of the topics or comments as presented in this report.

A. What *factors* can help explain the gap between where we are today and where we want to be on the items discussed earlier within this theme areas?

1.
 - Insufficient communication between MSU faculty and students, especially with undergrads who potentially will become interested in a country or region if motivated and recruited
 - Poor administration of alumni affairs regarding international alumni tracking and information
 - Insufficient recognition that MSU is competing for scholars, partners, students, field projects, research, grants and recognition opportunities
2.
 - I don't have an experience base yet to provide fact-based responses.
 - Perhaps it would be interesting to explore:
 - Systemic incentives (or lack thereof)?
 - Time constraints / lack of support?
 - Degree of coordination required?
 - Cultural adaptations?
3.
 - Improving on campus experience requires a modest budget so that Brazilian students can develop campus wide activities and events.
 - Exchange opportunities need to be emphasized! I think there are many possibilities here.
4.
 - Not understanding what each institution's issues are

5.
 - Lack of information
 - Lack of resources
 - Lack of support to faculty, students and alumni
 - Good programs
 - Lack of a program for Spanish speakers who want Portuguese
 - Technological resources
 - Lack of a Portuguese Language study abroad program in Brazil (Note: Recently, the Spanish and Portuguese Department started to develop a study abroad program in Brazil for the study of the Portuguese Language. I believe that it will supply the demand for a study abroad program in Brazil and increase the interest in the study of the Portuguese Language by MSU students.)
6.
 - Awareness – by increasing awareness key stakeholders can surface and become involved
7.
 - Motivation for study abroad by students
 - Lack of time in student academic schedule to do study abroad.
 - Lack of time/rewards for faculty and staff
8.
 - Maybe we did not have enough time to put the plans in practice and see the results.
 - Lack of partnership with Brazilian universities
9.
 - Competition for resources between colleges
 - Competition for resources between individuals
 - No campus-wide initiative to draw together info and opportunities concerning Brazil specifically (I think)
 - Lack of knowledge of Brazil geographically and culturally
10.
 - Money
 - Zenophobia
 - Cultural ignorance and poor/narrow awareness
 - Isolationism
 - Inertia
 - Paternalism
11.
 - Ongoing interaction by MSU with new and older alumni critical for relations and for effective contact information
 - Little concern/investment on social/cultural side of life of students - Invest
 - Who talks with current students about potential students who are friends and relatives back home?
 - The few Brazilian-interest faculty at times get hired away.
 - MSU needs to hire faculty with Brazilian connections or interest or help add to their knowledge/interest base.

- Need to engage Brazilian community.
12. ●Lack of awareness, on part of faculty with respect to research/ teaching support available to them remotely; i.e., while they are in Brazil working, researching, leading a study abroad group. They don't know that librarians can assist with Angel courses, electronic course reserves, e-document delivery etc.

B. What *barriers/challenges* exist for MSU in acting on the opportunities in this theme area?

1. ●Reluctance of some colleges and departments to adequately recognize and reward multidisciplinary work and collaborative research with foreign colleagues
2. ●Funding constraints (managing the tradeoffs)?
●"Attention" constraints (competing interests/priorities)?
●Need to educate constituents?
●Culture of decentralization...not a bad thing per se, but could add complexity?
●Communication issues?
3. ●Lack of understanding of the importance of Brazil
●Language barriers
●Institutional entropy. This is a term used by Tom Demarco and Timothy Lister that refers to the red-tape and bureaucracy that small groups face when operating in large organizations as a potential drain on group energy. The members of a group like Brazilca (the Brazilian Community Association) have limited energy and time to devote to accomplishing their goals, and the easier it is to navigate the red-tape the more energy remains to devote to the real work of the organization. For example, a small budget from the administration would allow us to do a great deal, whereas, if we have to figure out ways to raise a few hundred dollars each semester, the less likely anything positive will get done.
4. ●Long agreement processes
●Faculty incentives – lack of
5. ●People (Rewards-Incentives)
●Time
●Bureaucracy
6. ●Communication between departments, within departments, faculty, staff, students, etc. is difficult due to the size of the institution.
7. ●Lack of money
●Lack of time (for staff to do what needs to be done)
●Language/Cultural barriers

- Parents
 - Fear(s)
8.
 - Financial support to bring Brazilian students to MSU and to take American students to Brazil
 - Social barriers that make it harder for Brazilian students/people to come here or to stay here
 9.
 - Busy faculty do not communicate or are reluctant to because of competition for resources.
 - Just at the beginning of having campus constituents think in terms of internationalization on a large scale
 - Lack of language knowledge for faculty/staff in developing programs and making contacts
 10.
 - Money
 - Narrow focus of departments or narrow view of place in the world
 - People are busy and unaware of benefits of global participation.
 - Brazil
 - Lack of reward for extra effort of adding internationalization
 11.
 - Lack of personnel, administrative, and financial support and interest, care and sincerity
 - Lack of critical mass of students from Brazil at MSU
 - MSU leadership (needs to) visit Brazil
 - Inconsistent language offerings
 - Lack of rewards and incentives
 12.
 - Developing mutually beneficial relationships with Brazilian alums is a challenge for the library because of staffing resources limitations and because of e-resource licensing agreement restrictions.
 - To cooperate with libraries at Brazilian institutions would involve a large investment in time, effort, possible travel.
 - Making initial contacts (with Brazilian libraries) would be first challenge.

C. What *advice* do you have for MSU concerning addressing the challenges and barriers to success as we move forward on the Brazil initiative (related to this theme as well, in general?)

1. *****NO RESPONSE*****
2.
 - Maintain the momentum!
 - Translate today's work into action plans and accountabilities including timeline targets.

- Stay out in front of the President's declarations.
 - Start now so as to extend the 12-month deadline (as specified in the Brazil concept paper).
 - Get involved on a personal level.
3.
 - Develop an exchange with a major Brazilian university.
 - Develop a significant study abroad effort in Brazil- not just forestry.
 - Develop a cultural awareness of Brazil on MSU's campus through Brazilian theme events, i.e. Carnaval.
 4.
 - Share information on what others are doing throughout our campus.
 5.
 - Establish strong partnerships.
 - Establish goals and pursue them.
 6.
 - Keep pushing awareness.
 - Keep Brazil and MSU activities, opportunities, etc. in the forefront . By doing so key people stay involved and make things happen.
 7.
 - More scholarships
 - Cultural learning expectations for all study abroad classes
 - Better integration of international/Brazilian students with MSU domestic students (Internationalizing Student Life.)
 - Infuse service learning in study abroad classes.
 8.
 - Increase partnerships with Brazilian universities.
 - Provide financial support for Brazilian people to come here.
 - Give social support for Brazilian people in MSU to help them to adapt better here. This way, people will be better adapted, more satisfied, will work and produce more and stimulate other Brazilian friends to come too.
 9.
 - Create excitement about Brazil as a country (sponsor events?!).
 - Highlight aspects that students can have fun with and participate in.
 - Incentives for faculty and staff that further Brazilian initiative
 - social
 - monetary
 - professional
 10.
 - Make more noise about programs, possibilities, need.
 - Revise all programs to include an international portion (language, study overseas, etc.)
 - Require some (relevant) international competence for degree completion.
 - Need incentives for faculty and staff to energize Hispanic American community to participate

- Internal communication on what is going on
11. ●Invest in human resources.
●Provide funds to support life and cultural activities.
 12. ●Increase awareness as Brazil initiative moves forward.
●Encourage students to participate in International Student Orientation offered by library.
●Explore ways to continue contacts/add specifically designated support for Brazilian students and visiting Brazilian scholars. Latter seem to be particularly without support, social network, etc.

D. Do you want to be contacted for meetings/work on this theme and Brazil in future (and for other themes listed or in other Lusophone countries)?

1. ****NO RESPONSE****
2. ●Any and all!
3. ●Mozambique – study abroad, exchange
4. ●Student issues – Brazil
5. ●Partnership with Brazilian universities and public schools
●Study abroad program
6. ●Study abroad opportunities (that would apply to high school students)
●Dual enrollment opportunities for high school students
●No preference in regards to countries
7. ●Any you feel I can help with
8. ●Institutional planning and support
●Social disparities
●Brazil
9. ●Brazil
10. ●If needed
11. ●Brazil
12. ●Yes

E. Additional comments:

1. ****NO RESPONSE****
2. ****NO RESPONSE****
3. ****NO RESPONSE****
4. ****NO RESPONSE****
5. ****NO RESPONSE****
6. ****NO RESPONSE****
7. ****NO RESPONSE****
8. **●I'm a visiting scholar from Brazil, spending 4 months here to do my master's research project in the Veterinary School. I came by myself, having no financial support. I'd like to suggest that we could have a program of partnership to make it easier to bring Brazilian people to MSU with some kind of financial support.**
9. ****NO RESPONSE****
10. ****NO RESPONSE****
11. ****NO RESPONSE****
12. ****NO RESPONSE****

This material was generated from Global Encounter-Brazil <<http://www.isp.msu.edu/globalencounter/brazil>>, held at Michigan State University on November 7, 2006. This interactive and participatory event was designed to obtain input and to elaborate in a country-specific forum on relevant themes, opportunities, issues, and opportunities affecting MSU's current and future engagement in Brazil (and to some degree Lusophone countries).