



# WILLIAM & MARY

## GLOBAL RESEARCH INSTITUTE

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## OVERVIEW

Real world problems don't respect disciplinary boundaries, and neither do we. William & Mary's Global Research Institute (GRI) advances W&M by investing in student and faculty research teams that create new knowledge and make a difference in the world. The work at GRI attracts millions of dollars to W&M every year, supporting top talent, training hundreds of students, and generating resources that are invested across the university.

This document is an introduction to our approach and initiatives. GRI is a multidisciplinary hub where researchers work across disciplines to solve problems. This "horizontal" approach — formed around labs, teams, and projects, as opposed to the "vertical" organization of a typical academic department — seeks to catalyze collaborations across units and support a whole-of-university approach to advancing W&M's mission. GRI provides resources, opportunities, and administrative support to help teams incubate and scale research initiatives of varying size and topical focus. All these initiatives match students with seasoned faculty and staff to develop ideas, convene partners, create and analyze data, and invent new methods that push research frontiers and make a difference in the world.

This approach helps researchers produce insights that matter beyond W&M. Critically, GRI is not a centrally run, top-down effort designed to implement the research agenda of a single leader. Instead, GRI creates space for diverse research teams *to advance their own ideas*. GRI incubates the most promising of these ideas. Then, as research teams produce relevant insights, GRI helps to share the findings and attract additional resources to scale the work. One size does not fit all. We work with our researchers to help them realize their goals.

One way we increase our impact is through collaborative partnerships. These partnerships have helped to attract resources (over \$75 million in external grants and more than 25% of W&M's annual main campus F&A recovery) and garner international media coverage (*Economist*, *Financial Times*, *Foreign Policy*, BBC). Researchers at the Institute have published in the leading outlets in their fields (*Nature*, *Journal of Development Economics*, *International Organization*) and developed actionable insights with practitioners from over 50 unique partner institutions, including the U.S. Department of State, the World Bank, Gates Foundation, and the Carnegie Corporation of NY.

This track record is atypical for a university-based institute. Many top universities are excellent in "basic" research but do not always apply their data, findings, and ideas to contemporary problems. Our peers have taken notice, and elements of the GRI approach have been consciously adopted at other leading universities, including Harvard, USC, and UPenn.

In our approach, there is no single defining action or "light bulb" moment. Rather, we focus on building teams of diverse thinkers and investing in early stage initiatives to support a pipeline of applied research. This strategic focus has delivered strong results, and each step in the GRI

approach builds momentum to elevate W&M researchers and their evidence-based insights. This same process creates student leaders as they contribute to all aspects of the research process, engage our partners, and help to build and sustain our culture. The flywheel model (described below) clarifies how we allocate resources to best contribute to W&M. We focus on the factors that enable excellence and that will support W&M's core mission, and this approach allows us to make a finite (and flexible) number of investments that maintain a strong pipeline of projects to attract additional resources by creating knowledge that matters.



As GRI grows, we remain committed to our founding proposition that good ideas can come from anyone. All our projects integrate students, faculty, and external partners to conduct applied research. We also deliberately invest in scholars and students who take both work and community seriously. When we're not analyzing data on W&M's supercomputer, running field experiments with community partners, or implementing a large-scale survey, you'll find us enjoying BBQ and exchanging ideas on the front porch of our research home. A creative culture of innovation, fun, and willingness to think differently has been essential to our success. By helping to support, incubate, and scale the ideas of diverse research teams working on real-world problems, we bring W&M to the world and the world to W&M. Big ideas live here.

## SECTION I: OUR WORK

Our story begins with two William & Mary students who challenged the status quo, and a group of faculty who helped them change it.

One student observed the difference between how his professors taught and how they studied international relations, asking why so much research was aimed at other scholars rather than applied outside the university. Another student was working on his honors thesis and discovered that the data needed to answer his research question on tracking environmental aid

didn't yet exist. It turns out, such data would not only be valuable to other scholars, but also to policy practitioners.

These students teamed up with professors and practitioners to answer their questions, and as they did they realized this approach to applied research needed a home. So they created the Global Research Institute, an applied research hub guided by five core beliefs:

- *Ideas are powerful:* Curious, passionate problem-solvers with big ideas can create new knowledge and make a difference in the world.
- *Don't underestimate an undergrad:* Students are our intellectual partners. All GRI research teams benefit from students' passion, creativity, and hard work. When students and faculty collaborate, they can produce extraordinary results.
- *We look beyond the ivory tower:* We work to bridge the gap between academia and the real world, helping our ideas to shape outcomes beyond the campus.
- *Diversity drives innovation:* We increase our impact by engaging people from a variety of intellectual, disciplinary, geographic, and personal backgrounds.
- *Our whole is greater than the sum of our parts:* By bringing people together to collaborate around problems, we go faster and farther.

The Institute houses research activities of various sizes and foci focused on solving problems in the world, as well as supporting programs designed to train and empower students. The work of our labs spans a wide range of topics and methods. Some teams employ machine learning and new methods in Data Science to inform practitioners, while others leverage surveys and project evaluations to help communities where they need it most. Research labs cover a range of issues, including: international development, emerging technology, health, environment, national security, transnational justice, and nuclear proliferation. These labs — led by top researchers and powered by their ideas and those of their students — partner with policymakers at government agencies, R&D labs within private companies, and citizens in local communities around the world. In all these respects, we are truly global.

## Our Impact Within and Beyond William & Mary

As GRI supports applied researchers, it elevates W&M's profile. Today we collaborate with faculty across a range of disciplines, including economics, law, public health, business, data science, and political science. Each year more than 200 students engage in direct research, with over 1,200 students participating annually in GRI related courses, programming, and activities. Since its founding in 2008, GRI has partnered with over 50 external funders and raised over \$75 million in external grants and contracts. Recouping the full, real costs of research is an indicator of a world class research university, and GRI has proven a successful contributor in generating external revenue from its research portfolio and institutional practices, contributing more than 25% to the University's overall F&A recovery totals.<sup>1</sup>

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<sup>1</sup> Facilities and Administrative (F&A) is an interchangeable term with overhead, indirect costs (IDC) or research operating costs. GRI's F&A recovery has consistently accounted for more than 25% of W&M's

One of the byproducts of this success is an increase in the quantity and quality of applied researchers who are now at W&M. In addition to producing more applied research, these GRI faculty and staff teach courses in eight different departments. Researchers at GRI helped design W&M's Data Science program, and they continue to collaborate on new initiatives with partners across campus, including the Center for Geospatial Analysis, the Alan B. Miller Entrepreneurship Center, the Reves Center, and the Institute for Integrative Conservation.

As GRI brings together top talent to explore problems, we help to seed and sustain their most promising ideas. We invest core operating funds to make bets on promising new ideas that can scale. These investments, frequently made possible by philanthropic support, establish proof of concept, which then helps attract external funding from governments, multilateral organizations, and private foundations to scale the research enterprise.

This model of assembling and supporting research teams has produced results. For example:

- AidData, the Institute's largest research lab, played a pivotal role in establishing the international standard for geo-coding aid projects and then scaling this innovation. Geocoded aid data was once considered a novelty within the policy community, but it is now commonplace for government ministries to identify the localities where development projects are implemented. AidData also houses the world's largest repository of Chinese development finance data. This research project, which originated from an undergraduate's honor thesis, has supported more than a dozen partnerships with external organizations, is used in hundreds of peer reviewed publications, has been featured in the *New York Times*, *CNN*, and *the Economist*, and has been used by multiple departments within the U.S. government to inform policy.
- An early GRI investment in the Digital Inclusion Lab (DIGLab) has since scaled to attract 25 times the initial seed funding in external revenue and led to a partnership with the Gates Foundation to understand the economic impact of women's mobile phone ownership. This research and briefings by DIGLab researchers to officials in Tanzania informed the government's next financial services rollout.
- The Teaching, Research, and International Policy (TRIP) Project, has partnered with the Carnegie Corporation of New York to bring expert insight to practitioners through repeated features in *Foreign Policy* magazine and the *Washington Post*. Its reports, such as one on links between journalists and academics, inform actors within those sectors and the funding decisions of the Carnegie Corporation.
- The Project on International Peace & Security (PIPS), one of the nation's premier undergraduate think tanks, works closely with the U.S. Army's "Mad Scientist" program and routinely hosts standing room only briefings in DC. One Pentagon policy maker recently described the quality of PIPS white papers as "rival[ing] those seen in the

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main campus total, which equates to over \$1 million in F&A each year. This success is driven predominantly by the Institute's largest research lab, AidData.

E-Ring of the Pentagon, in boardrooms of corporations, and in the conference rooms of think tanks.”

More broadly, research from Institute projects has pushed the frontier of science, influencing broader knowledge communities as findings appear in top tier publications such as *Nature*, *Science*, *Proceedings of the National Academy of Sciences*, *International Organization*, Cambridge University Press, Oxford University Press, and MIT Press.

## **Our Focus**

Demonstrating impact requires a clear focus on what we want to achieve and how. We believe the Global Research Institute should be the “go-to” place for top researchers to work with students to produce evidence-based insights that can make and shape decisions in the world.

Evidence-based insights come from applied research that: (1) More accurately describes or explains mis-understood problems; (2) Identifies the conditions where an intervention is likely to be successful; and/or (3) Directly attempts to solve current problems in the world. All three approaches are relevant to the work that our researchers do, and GRI is well positioned to produce these insights at W&M and beyond through our focus on 1) producing applied research, 2) developing future leaders, and 3) engaging a community of practice.

## **Unique Positioning**

### *Produce Applied Research*

While there are multiple “applied research” shops embedded within consulting firms, think tanks, and even government agencies, we believe that excellent applied research depends on a foundation of high-quality basic research. World class universities are the primary source for this basic research, and we are based at a public Ivy with university leadership that values and supports our vision of multidisciplinary work. Being co-located with leading scholars that do both basic and applied research provides opportunities for GRI researchers to learn from and collaborate with colleagues who work on the bleeding edge of their disciplines. This horizontal organization — formed around centers, projects, and working groups — allows ideas to be front and center and sustain multidisciplinary approaches. GRI provides resources, collaboration opportunities, and administrative support that helps scholars who embrace this horizontal approach which can draw upon expertise across the whole university.

### *Develop Future Leaders*

Student-faculty research collaboration is our comparative advantage at GRI, and these opportunities enhance the educational experience of our students. As teams conduct research, students are mentored by leading scholars and collaborate with external partners to create, analyze, and apply evidence to address problems. We make a conscious effort to increase the number and quality of opportunities for students from more disciplines and for students who come from backgrounds that are underrepresented in typical research labs. Students not only

acquire domain knowledge and concrete research methods skills, but they also learn how to learn fast, adapt, and get direct experience solving problems as part of a team. Our students' work is in demand and their experience is taken seriously by future employers.

*Engage a Community of Practice*

Partnership is essential to reach across silos within the university and to magnify our impact beyond the university. We offer a broad range of programs to support research teams as they pursue partnerships required to solve problems. On campus we take a whole-of-university approach, engaging students and faculty from Arts & Sciences, Law School, Business School, and partnerships with the Alan B. Miller Entrepreneurship Center, the Institute for Integrative Conservation, and the Center for Geospatial Analysis. We also bring the world to W&M, leveraging the university's reputation as a place to think deeply in order to convene thought leaders and experts around contemporary problems. Beyond W&M we partner with other universities (Stanford, UT-Austin, Heidelberg University), think tanks (Brookings, CSIS), private companies (Microsoft, Deloitte), government and multilateral organizations (State Department, World Bank), and local NGOs and other community groups. These collaborations with external partners, many of which are led by W&M alumni, mentor students, amplify research insights, and co-design current and future projects.

**SECTION II: OUR “FLYWHEEL”**



Our success at the Global Research Institute has not come from “one big thing.” It is not the result of a single program, a brilliant leader, or one phenomenal idea. Rather, it has come from a deliberate attempt to recreate and support the process that emerged from those first

successful interactions of students and faculty working together. This flywheel approach<sup>2</sup> has delivered strong results for the Global Research Institute and its constituent research labs. Each turn builds upon work done earlier, increasing momentum, elevating the impact of W&M's researchers and their evidence-based, global insights.

If asked about our flywheel on the proverbial elevator, our reply might look something like this:

We build and sustain multidisciplinary teams that are passionate about tackling global challenges and are focused on addressing these challenges by...

Creating new data and methods to answer complex questions, as evidenced by...

Producing insights and solutions that are shared in leading academic and policy publications and valued by practitioners...

Leading to the enhanced reputation of W&M and GRI labs, which attracts external resources to reinvest in researchers to continue producing insights that matter.

## **The Spokes of our Flywheel**

### **Invest in Culture & People to Explore Problems**

Core to our DNA is the idea of building a creative community. Cultivating an entrepreneurial research culture requires a welcoming environment where individuals from different backgrounds and experiences can share their ideas and have them taken seriously — whether the ideas come from a gray haired-professor, a former policy practitioner, or a student. As part of building community, we know that breaking bread together helps widen perspectives, improves camaraderie, and increases team performance. Whether at the Institute's origin when students and faculty sketched out a research plan on a napkin at the Green Leaf Cafe, a dinner seminar with a visiting fellow, a brief conversation at the water cooler, or BBQ on the front porch, we bring together diverse groups of curious people who want to spend time with each other to tackle pressing problems.

Examples of successes in this domain include: A dinner seminar series which brought external experts to W&M to discuss applications of blockchain technology leading to the creation of GRI's Blockchain Lab; Alumni BBQs which have connected practitioners with GRI researchers, leading to the co-design of projects in public health, artificial intelligence, and cyber; and a

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<sup>2</sup> Our use of the flywheel to think through our theory of change is inspired by Jim Collins and his concept of "The Flywheel Effect," as first articulated in his book *Good to Great*. In his analysis of what makes a great organization, he finds that no matter the end result, there is no single defining action or miracle moment in the construction of a great enterprise. Rather, the process most closely resembles the relentless pushing of a giant, heavy flywheel. We like the idea of drawing on a different discipline to think productively about our own multidisciplinary efforts.



student innovation initiation, which encourages students to co-design projects with faculty members, leading to new student led work in topics such as migration and disinformation.

Moving forward, we will seek initiatives that:

- Improve formal and informal knowledge sharing across GRI constituencies;
- Showcase intellectual contributions as a feature of social events that allow junior staff and students to have access to PIs and GRI leadership;
- Increase the quality and profile of events where external partners convene at W&M;
- Leverage the talent of GRI's PIs and research lab directors.

### **Create & Support Diverse Research Teams**

Our flywheel is powered by teams of faculty and students. We support these teams by lowering the barriers to conducting applied research at W&M and providing start-up funds to help them pilot new ideas that have potential to scale. The type of research that has disproportionate impact often requires this type of early investment provided by GRI. We have begun to create the infrastructure needed to support world-class ideas through offering student innovation support, early stage funding, and research administration support. W&M students and faculty have game-changing ideas, and GRI is here to help their ideas take off. But to do this at scale will require that university leadership make investments and adopt new policies that support externally funded research.

Since real world problems rarely respect disciplinary boundaries, we believe that multidisciplinary teams will be more effective in addressing such problems. Exposing research designs, ideas, and data to scholars and students from other fields strengthens the work of any team. Consistent with W&M's university values and our own diversity and inclusion plan, we consciously build and support a collection of teams that include people from a wide range of national, disciplinary, methodological, ideological, gender, racial, and ethnic backgrounds. GRI leadership is making conscious efforts to take actions to increase the diversity of personnel who work at GRI and its constituent research labs.

Past successes in this area include: Helping individual researchers scale their work to bring on teams of research assistants from a wide range of backgrounds; conducting outreach to culture and affinity groups on campus; AidData providing seed funding to help a student idea on tracking Chinese development finance scale into a multi-million research agenda; and creating a diversity-focused pre-doctoral pilot fellowship and a postdoc program, in partnership with W&M's Office of the Provost, to pursue new research across multiple GRI labs that use mobile phone data to explain and forecast health, environmental and conflict outcomes in Africa.

As we look to the future, we believe initiatives in this area must:

- Welcome and broaden participation and contributions from multiple disciplines.
- Provide top-tier facilities and space in order to convene researchers across campus together to collaborate with each other and external partners;

- Lower the barriers to doing world class research and incentivize the submission of more external grant applications and private gift proposals across more research labs; and
- Improve multidisciplinary approaches by expanding offerings and opportunities to individuals from underrepresented groups and disciplines.

### **Collaborate with Internal & External Partners**

Our work is more likely to be funded, more “fit for purpose” to address real world problems, and more likely to be disseminated widely when we work with others. The ivory tower permits creativity and freedom of thought, but it requires conscious effort to integrate or draw upon expertise from across the different silos (internal partners) within the tower. As important, if we are to have an impact in the world, we need strong bridges to those (external partners) who work in the world.

Partnerships within W&M can be powerful and play an increasingly important role in efforts to work across units within the university. These partnerships provide new perspectives and allow us to catalyze and support research we could not perform, or perform as well, “in house.” Our external partners — whether policy practitioners, community-based groups, media partners, or financial supporters — are smart, creative, and motivated to help us get things done that we could not do as well on our own. Our impact is amplified when we work closely and co-design research with a diverse group of partners, both within and beyond the ivory tower.

While success in this area takes time and focus, these efforts can lead to high-value partnerships. Past examples include: Collaborating with the Mason School’s Entrepreneurship Center and the Law School’s Center for Legal and Court Technology to design and house a multidisciplinary Blockchain Lab; the Project on International Peace & Security partnering with military officers and analysts from the intelligence community to mentor student fellows on white papers; Ignite and the American Bosnian Collaboration partnering with local community groups to implement and analyze education and health programs; AidData’s partnership with USAID’s Higher Education Solutions Network; and the Teaching, Research, and International Policy project partnering with *Foreign Policy Magazine* to disseminate the results of its snap polls.

Future GRI initiatives in this domain will share several attributes. They will:

- Convene diverse perspectives (e.g., practitioner & researchers from multiple fields, students & faculty);
- Sustain conversations through repeated interactions; and
- Provide space/time for sparks of shared interest to develop into more fulsome, co-designed, collaborations.

### **Produce Applied Research**

Great universities produce new knowledge. As part of a public research university, GRI supports its researchers as they create knowledge to help address real world problems. Often this means supporting faculty members to take their current “basic research” and translate or

re-focus it so that it can be applied to some contemporary problem, whether a policy question in Washington DC or cross-cultural, field-based research in Kenya or Bosnia. GRI supports pilot studies and provides start-up funding to W&M faculty as they develop applications and identify partners who can benefit from their expertise, which is grounded in high quality basic research. Importantly, all the heavy lifting on this spoke takes place at the level of the research lab or research project, not at the GRI departmental level. GRI seeks to provide an enabling environment with very loose guidance on the substance, methods, or normative questions that drive individual research initiatives.

For example: The Digital Inclusion and Governance Lab conducted a field experiment on women's cell phone ownership in Tanzania that grew into a collaboration with the Gates Foundation to better target interventions that enhance economic development and political efficacy; AidData evaluated programs, analyzed sentiment, and provided maps and datasets that serve as direct inputs to the policy process at USAID, the State Department, and the German Development Bank; and the Teaching, Research, and International Policy project conducted surveys and interviews of both journalists and scholars to enhance collaboration between these groups. TRIP analysis, in this and other reports, informs Carnegie's own allocation of its finite resources.

To increase GRI's effectiveness in elevating teams that produce applied research, we will consider new initiatives that:

- Improve research lab sustainability;
- Help to reform university policies and processes that impede research;
- Help labs identify new opportunities;
- Clarify lab membership criteria and operational support;
- Curate and operationalize feedback from research leads

### **Share Insights with Those who Make And Shape Policy**

Another key function of a research university is to share new knowledge — both with students in the classroom, with our partners, and with the broader world. Dissemination of research to those who make and shape policy can take multiple forms, such as briefings, congressional testimony, custom reports, published articles, public events, media placement, community-wide discussion with research partners or research subjects, and/or sharing through social media channels. An integrated and effective dissemination plan might include all these channels with conscious choices on priority of focus depending on the purpose of the research. However, given the quality of work done at GRI (and W&M more broadly), currently we punch below our weight. Our reputation and reach are not as strong as the quality of applied research produced here. This is an area, in particular, that could be improved. Some individual research labs (AidData) have made huge strides in this area, but GRI in general, and most other research labs have lagged.

Past successes include: articles and books by researchers in top national and international publications, leading to direct outreach for custom briefings by policymakers and convenings

of target groups — such as journalists or interagency analysts — who then use insights by GRI researchers to inform their policy recommendations or execution. On a more micro-level, IGNITE and the ABC project have shared research findings with their community partners who then used this knowledge for planning and resource allocation decisions.

Initiatives we might pursue that help us improve in this area will:

- Leverage and catalyze communication efforts in other areas of campus (including the potential of having dedicated staff to promote W&M external research)
- Identify and collaborate with key nodes of larger information networks
- Imbed communication goals into research activities across different labs
- Convene groups of practitioners and decision makers (either on campus or off) to discuss and act on research findings produced by GRI-affiliated researchers

### **Catalyze Resources**

We seek resources to produce new knowledge, reach more students, and increase our impact in the world. The constraint to creating research teams and applied research opportunities begins with recruiting, investing, and retaining top talent. Our funding portfolio helps to sustain and scale the work of this talented group, and our approach is supported by funds from the university, private donors, and external grants as well as by strategic wisdom from internal and external partners.

Some of our more successful initiatives in this domain to date include: the university's support for grant writing at the AidData research lab, which is a primary driver of F&A generation at the university; rebranding GRI to be more recognizable with external audiences; offering a flexible R&D fund available to GRI-affiliated researchers whose prospective funders want to see proof of concept before investing significant grant or gift funds; and collaborating with alumni who share a belief in GRI's mission and who contribute their time, resources, and insight.

In the future, we anticipate continued focus on making GRI sustainable “for all time coming.” Our initiatives will:

- Increase external grants and contracts;
- Align research lab research activities with the vision and goals of the university so that W&M will provide more direct support to GRI. As the appendix indicates, GRI generates a disproportionate share of its own resources when compared to other units on campus.
- Leverage university resources to enhance giving among W&M alumni, where we already have a good reputation, and among philanthropists beyond the W&M community;
- Include sustainability as a defining feature across the the GRI spokes and across more projects, programs, and research labs

### **SECTION III: OUR FUTURE**

GRI and its collaborative research teams bring W&M to the world and the world to W&M, elevating the university's national and global profile through the production of applied research and engagement with practitioners. Our goal is to be the best place in the world for

collaborative student-faculty research on global issues. Achieving this goal requires that *GRI become financially sustainable* and that we *increase the quantity and continue to improve the quality of faculty and professional staff* that work directly with students on these projects. These are the two places in the flywheel where investment can have the greatest impact and where a lack of progress will damage our ability to achieve our central goal.

## **Financial Sustainability**

GRI and its constituent labs have been successful in generating revenue to fund our operations; we operate a total budget, including the expenditures of core operations and all research labs of \$7-8 million each year, made up primarily of grant and contract funding. To realize its full potential, GRI seeks to identify sustainable revenue to fund core operations that support the research enterprise and increase the impact of our scholars' applied research. Currently, such functions are being supported by a reserve fund, which is drawn on annually to support core operations.

There are four clear possible pathways to financial sustainability, which could also be achieved through some combination of these options: (1) Increased direct university support; (2) Greater reinvestment by research labs of direct and indirect costs recovered from grants to cover GRI's core operating expenses; (3) Increased expendable gifts from alums and supporters; and (4) A named endowment to support GRI for all time coming. As we explore financial sustainability in each of these 4 tracks, one of our near-term priorities is to incentivize labs to seek external funding, thereby increasing the university's overall IDC revenue. This increased revenue generation from labs alone is unlikely to cover the full cost of operations.

Identifying a pathway to sustainable funding for core operations would rapidly accelerate the flywheel, producing more research outputs, more opportunities for students, and increasing the number of externally-funded grants and contracts. If research labs can keep a larger proportion of the IDC they generate, then incentives between the university, GRI central, and individual research labs will be better aligned. For this reason, financial sustainability continues to be a top priority for the Institute.

## **Talent**

Over the past ten years GRI has experienced a large increase in the number, diversity, and quality of researchers who are working with W&M students to produce applied research. To provide one snapshot of growth within a decade, in 2010 GRI had 3 full time staff, 6 affiliated faculty and was managing 4 active research grants. Ten years later, GRI had over 50 full time staff, 25+ principal investigators and/or affiliated faculty, and 25 active grants and contracts. Identifying, recruiting, and retaining top talent has been a solution to two of the binding constraints confronting the Institute.

First, and most obviously, as the quality of personnel increases, so does the probability of winning competitive grants and contracts from federal agencies, international organizations, foundations, and private corporations.

Second, the number of students at W&M who seek a mentored research experience far exceeds our ability to meet this demand. While we have expanded the range of traditional faculty affiliated with GRI, we have also looked to creative professional faculty, staff, predoctoral fellows, postdoctoral fellows, and visiting faculty as mentors of students and as Principal Investigators on large grants and contracts. Consistent with our view that good ideas and great work can come from anyone, we have empowered both TE and Professional Faculty, and it has paid dividends.

We continue to seek entrepreneurial faculty who have the ability and desire to attract external grants, contracts, and private gifts to support their work. GRI has an entrepreneurial model fit for this purpose and is in a strong position to support faculty who can benefit from this model.

## **Learn More/Get Involved**

Want to learn more or get involved? Please contact Mike Tierney, Institute Director, at [mjtier@wm.edu](mailto:mjtier@wm.edu) to arrange a meeting or visit.

Join us in our important mission. Together, let's advance world-class, applied research that makes a difference in the world.

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## APPENDIX

### Historic Funding Partners

- African Development Bank
- Agence Française de Développement
- Asian Development Bank
- Bill and Melinda Gates Foundation
- Brookings Institute
- Canadian International Development Agency
- Carnegie Corporation of New York
- Center for International Media Assistance
- Cloudera Foundation
- Conservation International
- Danida
- Department for International Development, London, U.K.
- DEval
- Development Gateway
- Folke Bernadotte Academy
- Foreign Policy Magazine
- Freie Universität Berlin
- Global Environment Facility
- Govt of Switzerland Federal Office for the Environment
- Green Climate Fund
- Humanity United
- Innovations for Poverty Action
- International Food Policy Research Institute
- International Growth Centre at the London School of Economics
- International Livestock Research Institute
- Jeffress Memorial Trust
- John D. and Catherine T. MacArthur Foundation
- John Templeton Foundation
- Millennium Challenge Corporation
- Ministry for Foreign Affairs, Sweden
- National Science Foundation
- Norwegian Ministry of Foreign Affairs
- Office of Naval Research
- Omidyar Network
- Qatar Development
- Smith Richardson Foundation
- Tides Foundation
- The William and Flora Hewlett Foundation
- UNAIDS
- United Nations Foundation
- United Nations University
- United States Agency for International Development
- United States Institute of Peace
- U.S. Air Force Academy
- U.S. Department of Agriculture
- U.S. Department of State
- U.S. Department of the Army
- World Health Organization
- World Bank