“Without industrial development there can be no wealth; without wealth there can be no leisure; without leisure, no opportunity for thoughtful reflection and the cultivation of the higher arts.”

*Booker T. Washington* MSU Commencement Address 1900
Over 100 trainees from 10 countries: Bangladesh, Cambodia, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, South Sudan & Uganda

- Studying for MS and PhD in 14 U.S. universities, as well as universities in South Africa and Kenya.

- Top U.S. and regional research institutions provide 3 years of coursework for PhD, 2 years for MS
- Research must be done in home country
- Academic advisors visit student during research to assist, and to develop collaboration between the student’s home institution and the training institution.
- Short term institutional development projects also available under BHEARD.
Magic mirror on the wall, who is the fairest one of all?
What is our institutional capacity?

• BHEARD is a blended project - long-term training program and institution building
• How does the management team make sure that the LLT does not overshadow the ICD?
All the right ingredients for innovation and change:

• Funding appropriated for both long term training and institutional capacity building
• Mission buy in and ownership
• Multiple cohorts of scholars in various disciplines
Lessons Learned

• Understand and appreciate the structure of the organization you are working with - don’t assume they need to be changed.
• Create a “life line” for each student that is placed in the program; simultaneously work with their home institution to organizationally evolve
• The value added of regional organizational development; and multi-sectoral development
"To build a university ... one must be able to harness the efforts, the insights, the competencies, and the energies of a great many people and, most importantly, of the best people."

John A. Hannah
President of Michigan State University, 1941-1969