

APPENDICES
KELLOGG INSTITUTE FOR INTERNATIONAL STUDIES
STRATEGIC PLAN
2017-2022

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APPENDIX NO. 1: ACTION PLAN

This appendix highlights specific actions that we will take toward achieving the three principal goals outlined by the Kellogg Institute's Strategic Plan, namely (I) promoting research excellence, (II) providing exceptional educational opportunities, and (III) sustaining key institutional partnerships and building new linkages. In the development of the plan and appendices, Kellogg Institute leadership consulted broadly with Notre Dame faculty and leadership, the Kellogg Faculty Committee and Advisory Board, Kellogg staff and students, Keough School leadership, and outside experts. Hence, this document discusses our strategic aims and how we hope to achieve them, focusing on a five-year period (2017–22) in the context of our historic and ongoing achievements.

Goal I: Promoting Research Excellence

Objective 1. Identify and invest in key areas within the study of democracy and human development where Kellogg can best contribute to a deep scholarly agenda, while continuing to provide broad support for research that advances our understanding of both themes and the intersections between the two.

Since the 1980s and 1990s when the Kellogg Institute gained world-class prominence for its research on democracy in Latin America, Kellogg has been and continues to be the principal institutional home for the study of comparative politics, democratization, and Latin America at the University of Notre Dame. Over the past decade, Kellogg has significantly enhanced the breadth and visibility of human development studies by promoting the Ford Program as a vehicle for field-based research and more recently by catalyzing two multiyear research projects that engage scholars and development practitioners on the relationship between human dignity and human development and on accompaniment as a methodological approach to development.

Among the Institute's hallmark research projects is the Varieties of Democracy Project (V-Dem), to which Kellogg awarded its first major collaborative grant of \$70,000 in 2010. The project has since attracted more than \$10 million in external funding. With institutional homes at both the Kellogg Institute and the V-Dem Institute at the University of Gothenburg (Sweden), V-Dem involves a leadership team of fifteen social scientists spanning three continents and nearly 3,000 researchers in more than 160 countries. V-Dem has produced the largest and most comprehensive dataset of its kind, covering more than 16 million data points across 173 countries from 1900 to the present. With the public release of its dataset in January 2016, V-Dem is becoming a transformative tool for democracy research worldwide.

The research of Kellogg faculty fellows not only investigates the core key themes of democracy and human development but also explores the integration of the two. Notable ongoing work includes groundbreaking research on the relationships between criminal violence and the state in Latin America, on education and citizenship in Mali, and on niches of effective governance within weak states in West Africa. In order to deepen its scholarly community's research excellence while building upon the success of key collaborative projects, the Institute intends to focus its attention by investing in high-impact issue areas within the broad themes of democracy and human development.

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Over the next five years, Kellogg will advance research in key focal areas with the potential to generate sustained, dynamic collaborations and multiple scholarly outputs by the following actions:

1. Establish Kellogg research clusters related to a select number of focal areas within the study of democracy and human development.
 - a. Establish a process for eliciting and evaluating faculty proposals to select research areas that emerge from the shared interests and needs of Kellogg faculty while taking into consideration the Institute's priorities and strengths.
 - b. Potential clusters might include, for example: understanding the relationships between violence, governance, and human development; studying the problem of weak and vulnerable democracies in the contemporary world; fostering more integrative approaches to human development in theory and practice; studying the interrelationships between religious communities and social policies in democratic systems; exploring how to link field-based microeconomic insights in development with macroeconomic development policies and democratic institutions; and examining the interdependence of the rule of law and economic development in democratic constitutional systems.
 - c. Facilitate the clusters by taking into account the best practices of peer institutions, including the benchmarking of peer institutions already undertaken by the Institute.
 - d. Direct resources—financial, programmatic, human, and administrative—to supporting each of the research clusters.
 - e. Track the impact of the clusters in terms of catalyzing partnerships across departments, colleges/schools, and with other institutions of strategic importance. Track also resultant publications, external funding, major conferences or colloquia, and the inclusion of the extended Kellogg community, including, e.g., faculty fellows, current and former visiting fellows, and current and former doctoral student affiliates.
2. Explore international education and its relations to democracy and development as a signature research area.
 - a. In collaboration with the Institute for Educational Initiatives and other relevant University units, support a needs assessment related to international education research at Notre Dame.
 - b. Pursue field-based research projects in international education through the Ford Program.
 - c. Consider funding an additional faculty position in international education, in collaboration with the deans of the College of Arts and Letters and the Keough School and the relevant department chairs.

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3. Collaborate with relevant University academic units, especially the Keough School and the College of Arts and Letters, to recruit, support, and retain outstanding faculty with expertise on Kellogg core themes.
 - a. Leverage Kellogg resources to facilitate the most effective and productive engagement of Keough School faculty hires and to work with the School and departments to fund and support relevant research, as well as engage new faculty members in the Kellogg intellectual community. Through strategic resource support, target thematic areas where the Institute's prior commitments and strategic priorities align with Keough School needs.
 - b. Fund nine existing faculty positions in whole or in part, including three in economics, two in political science, one each in sociology and in anthropology, and two directly related to the Institute's field-based research in human development.
 - c. In collaboration with other University units, fund the equivalent of two additional faculty positions, with the aim of retaining the Institute's historic depth in comparative politics and democracy and securing faculty hires in key Kellogg thematic areas, including in international economic development, Catholic social thought and human development, and international education. (Refer to Goal 1, Action step 2c.)
4. Support faculty fellow research on a range of topics broadly related to the core Kellogg themes of democracy and human development.
 - a. Maintain support for individual and collaborative research grants, travel grants, the funding of thematic working groups, and resources for research conferences and for scholarly visitors.
 - b. Evaluate the integration of new and existing faculty into the Kellogg community of scholars in the following ways:
 - i. Track leadership in collaborative research projects that result in external funding and publications; participation in Kellogg conferences, seminar series, working groups, and committees; effective use of Kellogg research support for individual and collaborative projects; publication in Kellogg Working Paper Series.
 - ii. Track new research products resulting from Kellogg support, including external funding, publications, and ongoing collaborations.
 - c. In each of the next five years, work with faculty fellows to continue to organize at least one major international research conference on an area related to a strategic Kellogg theme.
5. Disseminate Kellogg research through strategic use of the Kellogg Institute Working Paper Series and the Kellogg Institute Book Series in Democracy and Development with the University of Notre Dame Press.

Objective 2. Cultivate and support a vibrant, interdisciplinary, and integrative intellectual community encompassing faculty, students, and external scholars and practitioners.

Building upon its historically strong, interdisciplinary community, the Institute will advance further opportunities for scholarly exchange and collaborative research, including through its two primary programs for engaging external scholars: Visiting Fellows and Distinguished Research Affiliates.

Each year, the Institute hosts between eight and 12 visiting fellows. While continuing to draw outstanding scholars in democracy studies, Kellogg has more than doubled the cohort of visiting fellows in human development since 2011. Fellows' research has contributed to advancing understanding in the Institute's key thematic areas both during their period of residence and often long afterward. Kellogg opportunities have also helped advance visiting fellows' academic careers. Of the 13 fellows who have come to Kellogg as post-docs since 2011, 85 percent have gone on to tenure-track positions.

As Kellogg institutionalizes its Distinguished Research Affiliates Program, we expect to generate further collaborative, high-impact research related to key Kellogg themes. Piloted in 2015, the program comprises a revolving cohort of six outstanding external scholars in two-year collaborations with the Kellogg research community. Scholars' respective disciplines have included political science, economics, sociology, and international education. In addition to advising the Institute, DRAs nurture new initiatives, develop research projects with faculty fellows and doctoral students, and help disseminate Kellogg research across scholarly and policy audiences.

A model of Kellogg community engagement, the October 2016 conference "Transitional Justice and the Struggle against Impunity in Mexico," cohosted by the Kellogg Institute and Centro de Investigación y Docencia Económicas (CIDE) in Mexico City, involved a diverse cohort of scholars and practitioners. Spearheaded by Kellogg Faculty Fellow and Associate Professor of Political Science Guillermo Trejo, the conference included three former Kellogg visiting fellows: Mariclaire Acosta, director of the Mexican office of Freedom House, Leigh Payne, professor of sociology and Latin American studies at the University of Oxford, and Sandra Ley, assistant professor at CIDE, as well as Kellogg PhD Fellow Juan Albarracín and LLM alumnus Fabián Sánchez Matus. The Institute foresees building upon events such as this to further integrate current and former members of the Kellogg community.

Over the next five years, we plan to enrich the Kellogg research community in the following ways:

1. Integrate Kellogg visiting fellows more fully into the research agenda and scholarly community, including in new research clusters.
 - a. Facilitate opportunities for visiting fellows to teach elective courses for the Keough School Master of Global Affairs and for the undergraduate Minor in International Development Studies.

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- b. Assess how experience as a visiting fellow at Kellogg yields returns for scholarly production and other positive career impacts by administering an annual written exit survey. Monitor visiting fellows' ongoing involvement in the Kellogg research community in terms of collaboration in research, participation in conferences and colloquia, and publication in the Kellogg Institute Working Paper Series and the Kellogg Institute Book Series in Democracy and Development with the University of Notre Dame Press.
 - c. Build upon existing networks to advertise the Visiting Fellows Program and maintain strength of applicants in democracy studies, Latin American politics, and human development.
 - d. Attract outstanding post-doctoral scholars to increase the number who receive Kellogg Visiting Fellowships.
2. Institutionalize the Distinguished Research Affiliates (DRA) program, bringing in high-level scholars and actively involving them in the Institute's intellectual community.
 - a. Track Distinguished Research Affiliates' engagement in terms of developing research projects with faculty fellows and doctoral students, nurturing new research initiatives, participating in Institute academic forums, and engaging with the Kellogg community of faculty and students. Monitor DRAs' ongoing engagement following their terms.
3. Facilitate ongoing faculty and doctoral student engagement through Kellogg working groups.
 - a. Foster opportunities to develop ideas that may result in formal work products, such as new interdisciplinary collaborations, conferences, or publications, and track these outputs through working groups' annual renewal reports. Support working groups in sponsoring visiting lectures and in facilitating opportunities for doctoral students to receive feedback on their work.
4. Repurpose parts of the Hesburgh Center for International Studies into spaces conducive to collaborative work and intellectual exchange among Kellogg-affiliated faculty, students, and visitors.
 - a. With the opening of the Keough School in fall of 2017, Kellogg administrative staff will transition to Jenkins Hall. Faculty and visiting fellow offices will remain in the Hesburgh Center. Anticipating this transition, involve faculty and students in the process of redesigning the Hesburgh Center space presently occupied by administrative staff.

Objective 3. Generate and disseminate scholarship that has the potential to have a significant influence on policymaking and on the practice of democracy and human development.

Kellogg scholars work across disciplinary boundaries in search of integrative solutions to contemporary human problems. As part of the Keough School, which aims to make important contributions to policy and the practice of global affairs, Kellogg intends to continue to advance innovative, impact-oriented scholarship with renewed vigor.

The Ford Program brought to the Institute a vehicle for distinctive field-based research, with an emphasis on community engagement and on the principles of Catholic social thought. Over the past five years, the Program has been successful in linking the global research agenda to local communities in Uganda and Kenya. With Ford Program support, Kellogg faculty fellows have conducted innovative research in East Africa on income generation and savings, entrepreneurship and mentorship, and new approaches to quality education.

The new Kellogg Global Leadership Program presents an additional opportunity for fostering policy-relevant research on ethical, effective leadership. Other research by Kellogg faculty fellows is also informing and influencing policy. The V-Dem project, for instance, is being used as the source for several indicators for measuring progress toward realization of the UN Sustainable Development Goals, and the policy implications of scholars' work on criminal violence in Mexico is under public discussion there.

Over the next five years, we will advance impact-driven, policy-relevant research at Kellogg by the following actions:

1. Disseminate research with potential to make important contributions to development practice to relevant policy audiences through targeted publications, conferences, and collaboration with Keough School colleagues.
 - a. Support the development of policy-relevant publications such as case studies and policy briefs based on the Ford Program's field research and the developing research of the Global Leadership Program and the Keough School's Integration Lab (i-Lab). Promote and track the dissemination of research in policy circles.
 - b. Publicize policy-relevant research through Kellogg vehicles, especially the website and annual report.
2. Attract among Kellogg visiting fellows leading policy makers, journalists, and other experts who can assist in bridging academic research and real-world practice.
 - a. Continue to offer at least one Hewlett visiting fellowship annually to a practitioner from outside academia to engender dialogue between high-level scholarship and public policy.
3. Advance the Ford Program as a platform for research that explores the impact of applied Catholic social teaching on human development, creating a global network of researchers and practitioners and expanding its geographic scope.

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- a. Convene key collaborators, including international scholars and practitioners, to learn from existing research models of applied Catholic social teaching and to generate further research-related partnerships.
 - b. Building upon the Ford Program's research in East Africa, consider expanding the geographic scope to other areas, such as Bangladesh, Haiti, and Peru, where the Congregation of Holy Cross has a longstanding presence.
 - c. Develop further the Ford Program's research portfolio in integral human development to conduct policy-relevant research in public health and governance, among other issues, while continuing to develop the existing research in entrepreneurship and education.
4. Use the newly established Kellogg Institute Global Leadership Program to foster research that examines effective, ethical leadership in public and civic life.
 - a. Engage experienced global leaders and promising young professionals from the public and private sectors to foster policy-relevant research, including the production of curricula, case studies, and policy papers related to key questions of public and civic life.

Goal II: Providing Exceptional Educational Opportunities

Objective 1. Attract outstanding doctoral candidates, foster and support their capacity to conduct original, high-quality research on Kellogg core themes, and integrate them into a distinctive, interdisciplinary scholarly community.

For more than a generation, Kellogg has helped to attract and develop outstanding PhD students, especially in Latin American politics. Former students now have tenured positions at institutions such as King's College, London, the Massachusetts Institute of Technology, the University of Oxford, the University of Pittsburgh, and the University of Texas at Austin, as well as at the most prestigious research centers and universities in Latin America. Others hold positions at the World Bank, International Monetary Fund, United Nations, Organization for Economic Cooperation and Development, Inter-American Court of Human Rights, and Federal Reserve System.

Kellogg support for doctoral students begins before they arrive at Notre Dame and continues throughout their training and thereafter. Through the PhD Fellowship program, Kellogg provides five years of supplemental financial support to outstanding new doctoral students, supporting four to five new fellows annually and helping academic departments to recruit the best applicants. Additionally, yearlong Dissertation Year Fellowships provide select funding to a highly competitive, interdisciplinary cohort.

The new Doctoral Student Affiliates program, introduced in 2015, expands Kellogg's reach among graduate students and further integrates them into a vibrant intellectual community. The number of doctoral students affiliated with Kellogg has doubled to more than 100, primarily in the social sciences but including new disciplines such as the

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biological sciences, engineering, and law. The affiliates program also serves to more effectively channel Kellogg resources. In the past five years, Kellogg research and professionalization grants for doctoral students have increased by more than 50 percent. Many doctoral students collaborate with faculty fellows on research, publishing with distinguished coauthors early in their careers. Through the distinctive resources it provides, Kellogg has a direct impact in moving doctoral students to graduation.

Across the University, doctoral programs are in a dynamic state. Financing structures, the length of doctoral studies, teaching responsibilities, and University-funded postdoctoral opportunities are being reevaluated. To continue to provide value-added support and formation for doctoral candidates, Kellogg plans to adapt our support to Notre Dame's evolving needs and opportunities.

Over the next five years, Kellogg will provide exceptional educational opportunities for doctoral students, emphasizing research training and professionalization in the following ways:

1. Cooperate closely with relevant Notre Dame departments and schools to help identify and recruit outstanding doctoral candidates to the University and to the Kellogg Institute.
 - a. Meet annually with the directors of graduate study to optimize Kellogg involvement in recruitment of doctoral candidates.
 - b. Harness Kellogg strategic partnerships in countries such as Mexico, Chile, and Brazil to promote doctoral study at Notre Dame.
 - c. Increase awareness of the support Kellogg provides to doctoral students, including research funding, the Kellogg PhD Fellowship, and other benefits associated with doctoral student involvement in the Institute.
2. Continue to prioritize robust financial support and enhanced opportunities for professionalization for doctoral students from a variety of disciplines whose work resonates with core Kellogg themes, while also examining closely the specific forms of support in order to adapt to the changing environment for doctoral studies at the University.
 - a. Track and measure the impact of Kellogg investment on doctoral students, including resultant publications and conference papers. Administer an annual written exit survey and interview and monitor the impact of Kellogg support on graduates' professional development by tracking the career placement of former PhD fellows.
 - b. Encourage doctoral student-led scholarly initiatives such as conferences, thematic workshops, and visits and lectures by distinguished external visitors.
 - c. Expand support for doctoral students to present their research at conferences and to receive specialized training not available at the University.

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3. Integrate doctoral students more fully into Kellogg research activities by involving them in the planning and implementation of the Institute's new research clusters.
4. Offer Doctoral Student Affiliates opportunities to build a community of intellectual exchange and solidarity, both with one another and with faculty, visitors, and undergraduates, including by repurposing parts of the Hesburgh Center for International Studies.

Objective 2. Focus the Institute's undergraduate initiatives on providing outstanding students with exceptional research training and experience at the University and in the field; unique global experiential learning opportunities that help them become ethical, transformative leaders; and preparation for graduate-level study and professional opportunities related to core Kellogg themes.

Building upon our longstanding and steadfast commitment to doctoral students, the Institute has developed exemplary vehicles for undergraduate engagement, including the Kellogg International Scholars Program and the Minor in International Development Studies, which are today among the most highly regarded and sought-after undergraduate opportunities at the University.

The Kellogg International Scholars Program (Kellogg ISP) attracts the most academically motivated undergraduates. With 64 students currently involved as Kellogg International Scholars, the program fosters students' capacity for research through one-on-one mentoring and supporting them in the development of their own research projects. Since 2003, the Kellogg ISP has contributed to Notre Dame's efforts to increase both the number of national fellowships won by undergraduates and the percentage who pursue PhDs. Its 108 alumni have gone on to highly ranked graduate programs at universities such as Duke, Columbia, Georgetown, Harvard, Oxford, Princeton, and Stanford, to name a few. They work for the US State Department, the Department of the Treasury, and the Department of Justice. In just the past five years, Kellogg ISP alumni and current students have won prestigious fellowships that include three Rhodes, two Truman, and three Boren scholarships and seven Fulbright awards.

Since 2010, Kellogg has administered the Minor in International Development Studies, one of the University's most demanding and popular interdisciplinary minors. With an increasing number of graduates each year—37 to date—the minor currently enrolls more than 70 students and includes rigorous training in research methods, culminating in a senior capstone project based on overseas field research. Graduates represent all the University's colleges; 35 percent have gone on to graduate or medical school while others work for domestic or international NGOs.

More generally, Kellogg is also supporting independent international research by a growing number of undergraduate students. Through the Experiencing the World Fellowships and Kellogg/Kroc Undergraduate Research Grants, student field projects have increased by more than 150 percent in the past five years.

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Over the next five years, the Institute will continue to bolster undergraduate opportunities by the following actions:

1. Strengthen the Kellogg International Scholars Program, expanding it to the equivalent of an undergraduate honors program within the Keough School and including students and faculty from all the School's institutes and centers.
 - a. Enlarge the applicant pool, increasing the program's selectivity and the caliber of its students.
 - b. Attend the First Year of Studies Advisors' meeting each year and host a Kellogg ISP Research Night to increase awareness of the program.
 - c. Incorporate additional advanced research training, including research workshops with faculty, and connect students to multiple opportunities for personal and professional development. Leverage alumni networks to facilitate opportunities for students' professional development, including signature forums like the fall 2017 Kellogg ISP reunion.
 - d. Offer new opportunities for Kellogg International Scholars to obtain financial support for research over fall, winter, and spring breaks and to present research at conferences.
 - e. Continue our success in assisting Kellogg-affiliated undergraduates to secure prestigious fellowships.
 - f. Check in with faculty mentors once each semester for suggestions and feedback.
 - g. Continue surveying students twice a semester to solicit ideas related to program improvement and conduct an exit survey at graduation.
 - h. Survey alumni every three years to assess the impact of the Kellogg ISP on their professional and academic careers.
 - i. Present the Kellogg ISP at regional and national conferences to raise the program's profile and share the concept with other universities.
2. Enhance the Minor in International Development Studies (MIDS).
 - a. Dedicate the Kellogg faculty, financial, and administrative resources necessary to maintain and deepen the minor's characteristic orientation toward fostering first-rate undergraduate field research and developing students professionally and for future studies.
 - b. Continue to survey students upon graduation to solicit feedback about the program and to track students' professional and academic progression.
 - c. Survey alumni every three years to assess the impact of their Kellogg experiences on their career choices.

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3. For both the Kellogg ISP and the MIDS, further leverage international partnerships for purposes of connecting undergraduate students with research opportunities and global experiential learning opportunities.
4. Continue to develop and support undergraduate student-initiated and student-led programming, especially opportunities to present research, such as the annual Kellogg Human Development Conference.
5. Develop new initiatives aimed at fostering greater engagement of first-year undergraduates with the Institute to help connect them to Kellogg research and opportunities earlier in their college trajectories.
6. Repurpose parts of the Hesburgh Center for International Studies to facilitate collaboration and exchange among undergraduate and doctoral students, Kellogg faculty, and visitors.

Objective 3. Explore and develop possibilities for new educational initiatives that arise out of Kellogg thematic interests and expertise in response to new Keough School opportunities.

With the opening of the Keough School, the Kellogg Institute is poised to consider the development of new educational offerings, contributing to the Master of Global Affairs Program (MGA), and ensuring the active presence of Kellogg themes in the new School. Additionally, the new Global Leadership Program (GLP) presents unique possibilities for developing curricular offerings in the Keough School at the undergraduate and MGA levels.

In the past year, the Institute has helped sponsor several leadership training seminars, which build upon the Institute's strengths and exhibit the potential for program growth. In the spring of 2016, Kellogg and Notre Dame's Institute for Educational Initiatives piloted a successful seminar and training program in ethical leadership for young political leaders from Argentina, in partnership with the Argentine Center for Research and Social Action (CIAS). Similarly, in October 2016, the Institute partnered with the Notre Dame Initiative for Global Development to host the month-long visit of a cohort of young business and social entrepreneurs from Latin America, in collaboration with the US Department of State's Young Leaders of the Americas Initiative (YLAI) Professional Fellows Program.

A number of existing Kellogg relationships with political, business, nonprofit, and religious leaders, as well as with other educational institutions worldwide, could serve as the basis for seminars within the Global Leadership Program.

Over the next five years, Kellogg will develop new educational initiatives to serve MGA and non-degree students by the following actions:

1. Take co-responsibility for supervising the academic content of the Keough School MGA Sustainable Development (MGA/SD) concentration, as well as support the Integration Lab (i-Lab).

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- a. Recruit from among Kellogg faculty fellows (and provide the appropriate compensation and support to) a faculty director of the MGA/SD. Assemble and support a faculty committee to assist the faculty director in overseeing the academic content of the degree program.
2. Provide targeted scholarship support for a select number of Keough School MGA students in the Sustainable Development concentration.
 - a. Invest an additional \$150,000 per year for three years in the MGA Sustainable Development Concentration in the form of direct support for MGA students and the related Keough School Integration Lab (i-Lab).
 - b. Support the career placement of MGA graduates through existing Kellogg partnerships with nonprofit, government, and private-sector organizations.
3. Examine ways to generate teaching materials for Keough programs based on Kellogg research initiatives, the Ford Program, and the Global Leadership Program.
 - a. Encourage distinguished Global Leadership Program visitors with policy experience to teach courses in ethical global leadership while contributing to policy-relevant Kellogg research on democracy and human development.
 - b. Develop and fund a leadership training course to be taught in the first semester of the second year of the MGA program as a requirement for all students in the Sustainable Development and Global Affairs concentrations and support the development of additional MGA and undergraduate courses in ethical leadership.
 - c. Advance the development of case studies and relevant teaching materials related to the Ford Program's applied research in human development, the Global Leadership Program, and the Keough School's Integration Lab (i-Lab). Track the development of case studies and relevant teaching materials and promote their dissemination through the Keough School and related audiences.
4. Encourage the development of specific Keough courses rooted in distinctive Kellogg thematic and research concerns.
 - a. Given its strong fit with Kellogg work on human development and dignity, contribute to the foundational MGA seminar in integral human development by providing faculty support and helping to develop curricular content.
 - b. Expand existing Kellogg course development grants for faculty fellows in order to incentivize the creation of new courses for the Keough School.
 - c. Use the Kellogg Visiting Fellows Program and the Global Leadership Program strategically to generate additional curricular offerings for the Keough School's educational programs.
5. Explore opportunities to pilot programs for non-degree students in areas of key Kellogg interest and expertise, particularly through the Global Leadership Program.

GOAL III: Sustaining key institutional partnerships and building new linkages

Objective 1. Maintain a strong and active University-wide presence, seeking fruitful relationships with departments, schools, institutes, and centers across the University to advance both the research aims and educational objectives of the Kellogg Institute, as well as the Keough School's goal of fostering greater collaboration among its constitutive units.

The Institute builds on a history of contributing to long-term institutional capacity at Notre Dame. For example, Kellogg's collaboration with Notre Dame's Center for Asian Studies helped not only to secure joint funding from the US Department of Education but also to provide a foundation for the University's newly endowed Liu Institute for Asia and Asian Studies. Kellogg is presently forging promising new institutional collaborations with faculty fellows in the Institute for Educational Initiatives to advance research in international education and the relationship between education, democracy, and development.

Together with the Wellbeing at Work Project, a multidimensional research effort led by Kellogg Faculty Fellow Matt Bloom of the Mendoza College of Business with support from the Templeton and Lilly Foundations, Kellogg is developing a proposal to seek major external funding for a research center to study human flourishing and integral human development. Situated within the Kellogg Institute, the interdisciplinary research center would aim to further understandings of sustainable human development by uniting empirically grounded and normative streams of research into a more comprehensive understanding of what human beings require to live good, fully human lives.

By capitalizing on key existing linkages and seeking strategic new relationships both at Notre Dame, particularly among other Keough School units, and with external partners, Kellogg will strengthen our capacity for outstanding research and exceptional education and advance the practical impact of our work.

Over the next five years, Kellogg plans to strengthen our University-wide presence, furthering collaborations with relevant departments, institutes, and centers across campus in the following ways:

1. Expand collaboration with existing institutes within the Keough School and begin to collaborate with new Keough centers and institutes that closely align with Kellogg priorities, such as the recently announced Center for Human Development and Global Business and the Institute for Global Engagement with Religion.
2. Explore promising internal partnerships, such as with the Wellbeing at Work Project to pursue an interdisciplinary research center related to human flourishing and integral human development; with V-Dem and the Kroc Institute's Peace Accord Matrix; with the Initiative for Global Development to develop training seminars related to the Kellogg Global Leadership Program; and with the Eck Institute for Global Health
3. Deepen collaboration with thematically relevant institutes at Notre Dame, in particular with the Institute for Educational Initiatives (IEI) as we expand our work on international education.

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- a. Together with IEI and other relevant University units, advance a needs assessment of international education research at Notre Dame and collaborate toward advancing education as a focal research area (see Goal 1, Objective 2).
4. Build upon linkages with University departments and colleges, including longstanding ties to the College of Arts and Letters, especially on comparative politics and economics, and enhance collaboration with the Colleges of Science and Engineering, the Law School, and Mendoza College of Business.

Objective 2. Selectively invest in key existing linkages and forge new relationships with universities, research institutes, NGOs, intergovernmental bodies, and Catholic entities (especially the Congregation of Holy Cross), whose work and mission fit well with our institutional identity and long-term goals of fostering outstanding research, exceptional educational opportunities, and practical/policy impact.

The Kellogg Institute has a long history of partnering with international organizations, universities, think tanks, and NGOs to advance research and educational programs related to its core themes of democracy and human development. Recently, with the Centro de Investigación y Docencia Económica (CIDE) in Mexico City, for instance, Kellogg has been advancing a partnership to facilitate global dialogue related to transitional justice and the struggle against impunity in Mexico. (See Goal 1, Objective 2 for more details.)

In Chile, Kellogg has helped the University to build a series of scholarly collaborations with the Pontifical Catholic University (PUC), including with the V-Dem project and with various University departments, among them economics, engineering, and law. Kellogg also played a key role in establishing the Andrónico Luksic Collaborative Grants Program, which since 2012 has invested \$120,000 annually in expanding research and teaching collaborations between Notre Dame and PUC.

Through the Ford Program, the Institute is advancing a series of research projects, including in Dandora, Kenya, where Kellogg faculty fellows in economics and anthropology are conducting three multidimensional research projects: investigating the impact of mentorship on entrepreneurship; considering models of health care in a newly launched maternal health center; and examining the economic efficacy of diverse health payment models.

In close partnership with the Institute for Educational Initiatives (IEI), the Kellogg Institute through the Ford Program has engaged several international partners, particularly the Luigi Giussani Institute for Higher Education and the Congregation of Holy Cross, to facilitate impact-oriented research around the quality of education among Catholic secondary schools in Uganda. In the coming years, Kellogg intends to partner with IEI and external partners on additional research projects related to themes in education and human development, potentially in places with a Congregation of Holy Cross presence, such as Bangladesh, Haiti, and Peru.

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Over the next five years, Kellogg will prioritize key international partnerships to realize our strategic aims by the following actions:

1. Contribute to the Keough School i-Lab in order to deepen and broaden the key relationships with leading development organizations that are critical to our research and educational goals.
 - a. Build on longstanding partnerships generative of multiple opportunities for engagement, including faculty and student research and graduate placements, such as our collaborations with Partners In Health, Catholic Relief Services, and the Association of Volunteers in International Service (AVSI).
2. Select partners for long-term, multidimensional relationships that advance key Kellogg objectives for research excellence, student and educational opportunities, fieldwork, and policy engagement and impact.
 - a. Explore possibilities for partnership with organizations, academic institutions, and relevant Catholic entities whose work relates to Institute research clusters or engages our core themes more broadly.
 - b. Pursue a research partnership with the Oxford Poverty and Human Development Initiative (OPHI).
 - c. Advance incipient collaborative research efforts with the International Justice Mission, engaging their work related to violence, rule of law, and development.
3. Leverage and expand key Ford Program partnerships, especially with the Congregation of Holy Cross in Uganda and Kenya, and explore potential collaborations in Bangladesh, Haiti, and Peru.
 - a. In Kenya, explore new research and development initiatives with Strathmore University and with Holy Cross Parish in Dandora.
 - b. In Uganda, build on existing research partnerships with the Luigi Giussani Institute for Higher Education and the Congregation of Holy Cross
4. Catalyze a network among like-minded partner universities, which might include the Pontifical Catholic University of Chile, Catholic University of the Sacred Heart in Milan, and Notre Dame University in Bangladesh.
5. Develop external partnerships oriented around political leadership and leverage Kellogg networks to structure the Global Leadership Program.

APPENDIX NO. 2: RESOURCES

Resources Required for the Kellogg Institute 2017–2022

To realize the ambitious goals outlined in our strategic plan, we need an equally ambitious plan to raise new funds. Working closely with the Dean of the Keough School and the Notre Dame Development Office, we will pursue the following priorities, which lay the groundwork for related aims described in our strategic plan.

The top priority is to raise \$5 million to permanently endow and name the Directorship of the Institute: Most major institutes at Notre Dame have an endowment that supports the director's position. The absence of an endowed directorship has implications for the Kellogg Institute's budget and resources. It also limits Kellogg's capacity to recruit the most talented individual and to ensure the director's freedom to dedicate him or herself to advancing the work of the Institute without depending on another position elsewhere at the University.

Other key development priorities include the following:

\$5M to advance research clusters related to key focal areas in democracy and human development: Centered upon distinctive focal areas of high-impact, mission-driven research and programming, the research clusters will serve as incubators for ongoing, expansive collaborations with the potential to attract external funding while generating substantive research outputs. By providing a strong incentive for groups of scholars to undertake significant, longer-term research initiatives, Kellogg hopes to foster innovative research that will make major contributions to scholarship on core Institute themes.

\$2M to advance research in international education and the relationship of education to both democracy and human development: The converging interests and possibilities in this area, within the Institute and in linkages with key partners at Notre Dame and elsewhere in the world, make it an attractive prospect for a new focal area. Together with key institutional partners, Kellogg will advance the recruitment and hiring of relevant faculty and support key research collaborations.

\$2M to launch the new Global Leadership Program: Engaging experienced global leaders and promising young professionals from the public and private sectors, Kellogg aims to foster policy-relevant research on ethical, effective leadership and to develop curricular offerings related to ethical global leadership in the Keough School at the undergraduate and master's levels.

\$2M to strengthen the Kellogg International Scholars Program, expanding it to the equivalent of an undergraduate honors program within the Keough School and including students and faculty from all the School's institutes and centers.

\$2M to restructure and renovate the Hesburgh Center for International Studies: With the opening of the Keough School in fall 2017, Kellogg administrative staff will transition to Jenkins Hall while visiting fellow and some faculty offices will remain in the Hesburgh Center. Kellogg will engage faculty and students to redesign the Center into spaces conducive to collaborative work and intellectual exchange among Kellogg-affiliated faculty, students, and visitors.

Additionally, to explore new activities essential to advancing research in the Institute's key focal areas, Kellogg intends to explore funding from grants and private foundations for key areas, including international education, leadership training, and a center on human flourishing.

APPENDIX NO. 3: GLOSSARY OF TERMS

Course Development Grants of up to \$6,000 are available for Kellogg faculty fellows to develop courses that address the central questions and concerns of the Kellogg Institute research agenda, enrich and internationalize the University undergraduate curricula, and foster undergraduates' intellectual engagement with Kellogg research themes. With the new Keough School of Global Affairs, grants may support the development of courses, rooted in distinctive Kellogg thematic and research concerns, for the Master of Global Affairs.

Dissertation Year Fellowships offer financial support for advanced Notre Dame graduate students in the social sciences, history, theology, and international human rights law to undertake field research or to complete their dissertation in a subject relevant to international studies.

Distinguished Research Affiliates, an initiative launched in 2015, include a small number of scholars from other institutions who the Kellogg Institute has invited to enter into a long-term collaboration with its research community. Affiliates advance research in Kellogg core themes through ongoing collaborative relationships with faculty fellows and doctoral students.

Doctoral Student Affiliates, a program introduced in 2015, involves a broad cohort of outstanding Notre Dame PhD and JSD students whose research interests resonate with the work of the Institute and its faculty fellows. Affiliates have multiple opportunities to engage with the Kellogg community and are eligible for Kellogg grants to support research and professionalization.

Experiencing the World Fellowships facilitate the opportunity for undergraduate freshmen and sophomores to engage in initial exploratory projects in Africa, Asia, Latin America, or the Middle East. Funding of up to \$5000 for three months supports innovative research, nonprofit work, or related activities that increase student commitment to and knowledge of the respective regions.

Faculty Committee is the principal internal policymaking body for the Kellogg Institute and the primary faculty advisory group for the director. The committee sets policy guidelines and considers appointments of faculty fellows and guest scholars, as well as visiting fellows who are appointed outside the program's annual competition.

Faculty Fellows represent a diverse cohort of more than 100 faculty from 23 academic departments, centers, institutes, and schools across the University. Selected for their research, which engages the Institute's core themes of democracy and human development, fellows work independently and in collaboration to advance the Institute's research agenda and programs.

Ford Family Program in Human Development Studies and Solidarity (Ford Program) conducts research and evaluation to inform development theory and practice by engaging

APPENDIX NO. 3: GLOSSARY

with local communities in Africa. The program assists practitioners, policy makers, and people grappling with poverty in their own communities to increase the effectiveness of their efforts to promote integral human development, a holistic model of flourishing rooted in the dignity and full potential of each person.

Global Leadership Program, a new Kellogg initiative, aims to be a hub for research and training in ethical global leadership at the Keough School and the University. Engaging experienced global leaders and promising young professionals from the public and private sectors, the program will explore the development of training programs for non-traditional students in addition to developing new curricular offerings at the master's and undergraduate levels within the Keough School. In addition to building a distinctive community of scholars and practitioners, the program will foster policy-relevant research on ethical, effective leadership.

Human Development Conference is an annual Kellogg-sponsored, student-led conference that provides a platform for dialogue in which students from diverse academic backgrounds and disciplines can share their development-focused research. The conference involves student researchers from across the country.

Integration Lab (i-Lab) is an interdisciplinary space for innovative curricular and pedagogical approaches to address critical global problems and serve as a force for good in the world. Designed to link theory and practice, the Keough School i-Lab facilitates partnerships between students in the Master of Global Affairs Program, University centers and institutes, and real-world development organizations so as to generate impact-driven, multidimensional research engagement.

Kellogg International Scholars Program is a highly selective program that pairs undergraduate students with Kellogg faculty fellows as research assistants. Over three years, International Scholars are mentored by and work alongside faculty. These relationships allow students to gain insight into what research is, develop advanced research skills, and ultimately engage in independent research, often resulting in senior theses or capstone essays.

Kellogg/Kroc Research Grants provide financial support of up to \$5,000 for undergraduate juniors to conduct summer research abroad or, if demonstrably appropriate, in the United States. Recipients' interests include a clear international dimension related to the core themes of the Kellogg or Kroc Institutes.

Master of Global Affairs-Sustainable Development Concentration is one of three concentrations within the Master of Global Affairs, a two-year professional degree program in the Keough School of Global Affairs. Students in this concentration receive rigorous training in advanced quantitative and qualitative methods of analysis, explore innovative approaches to systems thinking, human-centered design, and impact evaluation, and have extended interaction with partner organizations through project-based field work.

APPENDIX NO. 3: GLOSSARY

Minor in International Development Studies, managed by the Kellogg Institute, is an interdisciplinary program of study that provides undergraduates with the academic foundation to analyze the dynamics of development and to engage effectively in a complex world. Requiring 15 credits of classwork and a minimum six-week fieldwork experience in the developing world, the minor emphasizes training in research methods while advancing students' knowledge of complex and interdisciplinary development issues.

PhD Fellowships provide five years of supplemental support to outstanding doctoral students in a variety of disciplines whose research directly relates to the Institute's core themes. Active members of the Kellogg scholarly community, PhD Fellows are also eligible to apply for a variety of funding options available to doctoral students affiliated with the Institute.

Research Clusters, a new Kellogg initiative, are intended as incubators for ongoing, expansive collaborations intended to generate major contributions to scholarship on the Institute's core themes of democracy and human development. By investing in select faculty proposals that emerge naturally from shared research interests, Kellogg supports groups of scholars to undertake significant, longer-term research initiatives, with the potential to garner external funding.

Undergraduate Program in Global Affairs, forthcoming within the Keough School, will offer Notre Dame undergraduates the opportunity to build their knowledge of global issues and strengthen their capacity to engage with global partners. While enhancing existing undergraduate offerings, the program will allow undergraduates to maintain an education rooted in a traditional academic discipline.

Varieties of Democracy Project (V-Dem) is an ambitious international effort to produce new indicators of democracy for all countries since 1900. In 2010, Kellogg awarded its first major collaborative grant of \$70,000 as seed funding for V-Dem. With the public release of its dataset in January 2016, V-Dem provides the global community with the world's most comprehensive, accurate, and detailed democracy ratings. It has institutional homes at the Kellogg Institute and the V-Dem Institute at the University of Gothenburg (Sweden).

Visiting Fellows are an interdisciplinary cohort of scholars in residence at the Kellogg Institute. Selected via an annual competition, fellows include post-doctorate, mid-career, and senior scholars whose research relates to the Institute's core themes of democracy and/or human development. For one to two semesters, scholars participate actively in the Kellogg intellectual community, advancing a related research project and presenting and participating in weekly lectures and work-in-progress sessions. Many continue to collaborate with the Kellogg scholarly community after their return to their home institutions.

Working Groups, led by Institute faculty fellows, typically draw together an interdisciplinary mix of faculty members, visiting fellows, graduate students, and even undergraduates to further inquiry on emerging research themes and/or to focus attention on topical, interdisciplinary issues.

Donald R. Keough School of Global Affairs

Strategic Plan

2016 - 2021



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“The Keough School of Global Affairs will forge new global paths for students and new solutions to urgent human concerns by placing an inclusive vision of human dignity and human flourishing at the core of its contributions.”

— R. Scott Appleby, Marilyn Keough Dean,
Keough School of Global Affairs



Mission and Vision

In keeping with the University of Notre Dame's mission to place scholarship in service to the common good, the Donald R. Keough School of Global Affairs educates and trains global affairs professionals to advance integral human development, a model of human flourishing rooted in respect for the dignity and full potential of each person.

Our commitment to partnerships with global leaders is inspired by the example of Donald R. Keough, a celebrated model of effective leadership. Don Keough believed deeply in the power of the private sector to promote economic growth and prosperity for all. The global school that bears his name honors his legacy by working with private sector, government, and nongovernmental partners worldwide to forge solutions to challenges posed by economic, environmental, and political instability.

Research and teaching at the Keough School address a range of themes and issues common to the study of global affairs, including international relations and comparative politics, peacebuilding, sustainable development, economic and trade policy, human rights, global religion, political mobilization, governance, and migration and movement of people. The Keough School specializes in the design and implementation of effective and ethically sound responses to poverty, war, disease, political oppression, corruption, environmental degradation, and other threats to human dignity and flourishing.

The Keough School's comprehensive research and teaching agenda reflects Notre Dame's commitment to "constructive and critical engagement with the whole of human culture." As such, the Keough School emphasizes the in-depth study of societies in their local cultural settings and under the impact of political and economic globalization. It also responds to the clear need for the study of religion and ethics to take its place alongside other core disciplines in the education of global professionals. By integrating these approaches, methods, and areas of study, the Keough School responds to the interconnected nature of global challenges.



Institutes and Centers of Excellence



THE CENTER FOR
CIVIL AND HUMAN RIGHTS



NOTRE DAME INITIATIVE FOR
GLOBAL DEVELOPMENT



KELLOGG INSTITUTE
FOR INTERNATIONAL STUDIES



KEOUGH-NAUGHTON INSTITUTE
FOR IRISH STUDIES



KROC INSTITUTE
FOR INTERNATIONAL PEACE STUDIES



LIU INSTITUTE
FOR ASIA & ASIAN STUDIES



NANOVIC INSTITUTE
FOR EUROPEAN STUDIES

The Keough School builds on a foundation of seven institutes and centers of excellence in international research and education, each with a distinctive mission and activities. The School strengthens and elevates the research agendas of the institutes; integrates their diverse faculty, fellows, and areas of knowledge and scholarly approaches; and builds on their partnerships with and outreach to the many faculty and programs on campus and beyond engaged in global education and research.

The Center for Civil and Human Rights prepares human rights lawyers and other professionals to become champions of civil and human rights and conducts research designed to promote human rights around the world.

The Notre Dame Initiative for Global Development promotes human development and dignity among people worldwide through applied innovations, impact evaluation, education, and training that helps build just and equitable societies.

The Kellogg Institute for International Studies engages an interdisciplinary community of scholars in research and education on the critical challenges of democracy and human development around the globe.

The Keough-Naughton Institute for Irish Studies is dedicated to the study of Irish culture, in Ireland and around the world, and is a leader in exploring the “worlding” of Irish studies.

The Kroc Institute for International Peace Studies is a leader in the study of the causes of war and other forms of lethal violence and in the theory and practice of strategic peacebuilding, an interdisciplinary approach to crafting nonviolent solutions to deadly conflict.

The Liu Institute for Asia and Asian Studies promotes awareness, understanding, and knowledge of Asia both within and beyond the University community and provides a forum for integrated and interdisciplinary research and teaching on Asia.

The Nanovic Institute for European Studies creates a center for learning and scholarship, at Notre Dame and in Europe, for students and faculty to explore the ideas, culture, beliefs, and institutions that shape Europe today.

GOAL 1 Research, Policy & Practice

Advance high-impact academic research, sound public policy, and effective professional practice informed by a quest for sustainable solutions, a commitment to normative concerns, and an attentiveness to local needs, aspirations, and values.

GOAL 1 Research, Policy & Practice

The Keough School is building a world-class faculty committed to collaborative research and teaching that promotes the vision for integral human development. Drawing on faculty already teaching at Notre Dame, the Keough School also plans to hire 15 new full-time, tenure-line faculty and appoint five distinguished visiting professors and policy professionals who will be in residence annually to teach, provide external perspectives, and connect the Keough School to the larger global affairs community.

Priorities in research, policy and practice include:

The Global Policy Institute, a new venture with offices at the Keough School and in Washington, D.C. It will include a director and staff, dedicated faculty, and faculty fellows/affiliates. A policy presence in Washington, D.C., is essential if the Keough School's research is to have real-world impact and if Notre Dame students are to garner experience and internships in the policy world. While based in the Keough School, the Global Policy Institute will engage and serve other Notre Dame colleges and schools, many of which conduct research with policy implications.

The Center for Human Development and Global Business, a new venture to generate innovative thinking and ethical guidelines regarding corporate policies and practices that enhance economic growth in developing societies. Working closely with the Notre Dame Initiative for Global Development, the center will identify and promote the benefits of corporate leadership on issues affecting the environment, human rights, and conflict and peacebuilding while opening a new area of inquiry at Notre Dame in the field of the ethics of development. Another potential research project would be dedicated to advancing economic growth through private-public partnerships. Such a project would create new approaches and tools to help corporations support integral human development and economic growth.

The Institute for Global Engagement with Religion, a new venture that will build on faculty strengths at Notre Dame and deepen the Keough School's profile as a place for the serious study of global religion. The Institute will produce studies of religious violence and policy briefs on issues such as countering religious extremism. This research will employ diverse scholarly approaches — such as those provided by the study of history, literature, anthropology, politics and languages and cultures — to provide nuance and perspective on issues that are often inadequately understood by the policy and practice communities. The project also may focus on constructive responses to religious extremism and the role of religious actors in community empowerment, development, and peacebuilding.

Multi-year Research Programs, based in one or more of the Keough School institutes and centers of excellence, will engage and integrate multiple disciplines and practices; yield significant implications for scholarship, public policy, and professional practice; attract decisive levels of external support; and reflect and deepen the normative orientation of the Keough School and Notre Dame. The following research initiatives are in early planning stages.



Advancing Democratization through Peace Processes and Peace Accords

This project will take the scholarly debate about the relationship between democracy and peace in a new, policy-relevant direction by examining measures for strengthening the pillars of democracy in fragile and failing states, including those weakened by long-term conflict and war. It will bring together dimensions of two existing Keough School research projects—the Varieties of Democracy initiative of the Kellogg Institute for International Studies and the Peace Accords Matrix of the Kroc Institute for International Peace Studies — to examine possibilities for building democratic institutions and processes during the post-accord transitional period for societies emerging from war. The project will enable the Keough School to test assumptions about the benefits of democratization as well as the implications for maintaining peace.

Promoting Peaceful, Inclusive Societies through Effective, Accountable Institutions

The United Nations' recently adopted Sustainable Development Goals must be implemented at regional and national levels in a way that is attuned to local context. In creating research programs to advance SDG implementation, the Keough School will draw on specific regional expertise and cross-country comparison. This work will generate new academic insights, shape Keough School curricular development, inform strategies for policy and practice interventions, and influence decisions about international partnerships.

A Keough School research working group focuses on social and political change that supports UN Sustainable Development Goal 16, which aims to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.”

This group examines the conditions under which social and political action — from social movements and transnational advocacy networks to community empowerment efforts and citizen consultations — contribute to effective change processes, particularly those related to inclusive and accountable governance.

Approaching this question from a number of disciplinary and geographical standpoints, faculty will examine issues such as democratic governance and state responsiveness; the mobilization of political protest and nonviolent civil resistance movements; the role of transnational norms, institutions, and advocacy in promoting human rights, environmental justice, and political inclusion; and the participation of women, ethnic and religious minorities, migrants, refugees, and other marginalized groups in social change efforts and governance institutions.

Toward a Sustainable Environment and Responses to Climate Change

A Keough School working group is addressing issues relevant to UN Sustainable Development Goals 11-15, i.e., Sustainable Cities and Communities (#11), Responsible Consumption (#12), Climate Action (#13), Life Below Water (#14), and Life on Land (#15).

This initiative is a collaboration among Keough School policy professionals and Notre Dame engineers and scientists working on responses to global energy, food, and water needs in the context of environmental change. This working group aims to explore technically sound, scientifically rigorous, and ethically responsible responses to the social and environmental challenges posed by global climate change, while supporting sustainable approaches to environmental management. It connects specialists in the Notre Dame Initiative for Global Development, Notre Dame's Global Adaptation Index, and Notre Dame's Environmental Change Initiative.

Migration and the Movement of Peoples: Alleviating the Plight of the Displaced

Projects that study and recommend policies to advance effective and responsive governance will enhance the scope, scale, and impact of Keough School research. This theme will partially shape the School's hiring plan and the research priorities of the international institutes.

For example, the pressing issue of forced migration and the rising tide of displaced people driven from their homelands by war and environmental degradation demand solutions that reflect multi-disciplinary and cross-sectorial collaboration. An interdisciplinary group of researchers across several units — including the Nanovic Institute for European Studies, the Keough-Naughton Institute for Irish Studies, and the Center for Civil and Human Rights — seeks to understand global patterns of migration and displacement and to explore what combination of government, civil society, and corporate practices best eases the plight of migrants and refugees around the world.

The Nanovic and Keough-Naughton institutes, as well as the Liu Institute for Asia and Asian Studies, also will shed light on how diaspora communities in the past have sustained and adapted national, regional, and cultural identities to new political and social settings — historical lessons with direct relevance to the incessant global migration that characterizes our own age.

GOAL 2 Transformational Educational Programs

Create transformative educational experiences for undergraduate and graduate students that build on priorities in research, policy, and practice and that connect students to partners around the globe.



GOAL 2 Transformational Educational Programs

Keough School graduates will have a deep understanding of the 21st century world; expertise and engagement in the languages, religions, and culture of at least one global region; and significant cross-cultural and professional skills and experience. They will manifest the ideals of integral human development in their work by being attentive to the irreducible dignity of the human person, the ethical dimensions of global affairs, and the imperative of fostering an inclusive and pluralistic approach to addressing global challenges.

Notre Dame undergraduates will gain a nuanced appreciation of the culturally, economically, and regionally diverse nature of global challenges, and they will learn new ways of thinking about effective

responses to these challenges. Graduate students in the Keough School will learn and practice the concepts, methods, perspectives, and skills essential to rigorous scholarship and ethically sound and effective professional leadership in government, the private sector, and a wide range of development, peacebuilding, human rights, and other humanitarian organizations.

In association with international development and health communities, Notre Dame will offer courses in corporate social responsibility and cultivate leaders in business who understand the changing role of the private sector in global development and the ethical implications of emerging development practices.

Keough School educational experiences will be organized around the following academic programs:

The Master of Global Affairs (approved by the Academic Council, November 2015) will enroll approximately 120 graduate students in a 2-year professional degree program. The curriculum integrates the long-standing and highly successful master's program in International Peace Studies run by the Kroc Institute for International Peace Studies, along with a robust concentration in Sustainable Development. A third concentration will provide options for specialization in Global Affairs that can be customized to fit students' interest in areas such as economic development, human rights, global religion, environmental sustainability, international law, conflict analysis and mediation; and languages, cultures, and history.

Key features of the master's program will include a globally diverse student body with students from many cultural, religious, and regional backgrounds, as well as a globally diverse faculty; learning labs and field experiences and internships that are closely integrated with the curriculum and that prepare students for professional careers; and placement services that connect students with significant opportunities to launch careers in global affairs.

At the heart of the curriculum are integration labs that integrate theory and practice, connecting master's students with organizations working around the world. Students will engage in long-term partnerships that integrate academic coursework, skill development, and real-world practice in a sustained, rigorous, and project-based relationship.

An Accelerated Master of Global Affairs (approved by the Academic Council, November 2015) will enable exceptional Notre Dame undergraduates who demonstrate a commitment to global service to begin taking graduate-level courses in their senior year — graduating in five years with both a B.A. and a Master of Global Affairs degree.

An Undergraduate Program in Global Affairs (proposal to be submitted to the Academic Council in AY 2016-17) will offer new opportunities for undergraduates from across Notre Dame to extend their knowledge of global issues and strengthen their capacity to engage with global partners. This program will enhance existing undergraduate offerings at Notre Dame while allowing students to maintain an education rooted in a traditional academic discipline.

The Institutes of the Keough School currently offer four area-studies minors (Asian, European, Irish, and Latin American Studies), two interdisciplinary minors (International Development and Peace Studies), two supplementary majors (Peace Studies and Asian Studies), and several non-degree programs that offer support for undergraduates to research, study, and pursue internships abroad. In addition, the International Scholars Program managed by the Kellogg Institute pairs undergraduates with Notre Dame faculty to conduct research on international topics. Working closely with Notre Dame International, the Keough School will create new opportunities and will facilitate information-sharing and strengthen engagement among the many existing international study, internship, and research opportunities for undergraduates already at Notre Dame.

Other possible education and training programs under consideration at the Keough School include:

- » A one-year military-civilian executive education program in global affairs
- » A joint J.D. / Master of Global Affairs (to open in Fall 2017)
- » A joint M.B.A. / Master of Global Affairs
- » A small doctoral program in Global Affairs (with potential areas of specialization in development studies, global religion, and other areas).

GOAL 3 Partnerships for Global Engagement

Strengthen global engagement that reflects and supports integral human development's demand for sustained local presences, cultural immersion, social networking, and elicitive methods of discovery.



GOAL 3 Partnerships for Global Engagement

Long-term partnerships are essential to ensuring that responses to global challenges will reliably prioritize human dignity. The Keough School will create many new long-term partnerships and will build on and expand partnerships and field sites already established by the Kroc Institute, Kellogg Institute, Nanovic Institute, Liu Institute, Keough-Naughton Institute, and Notre Dame Initiative for Global Development.

Imperatives include:

Establishing a Washington, D.C., office of the Global Policy Institute to connect Notre Dame more actively to national and international decision-makers and processes. This initiative is crucial to the Keough School's effectiveness as a professional policy school. The Global Policy Institute's office and presence in the nation's capital will serve as the venue for making Keough School scholars accessible to policymakers, diplomatic officials, military leaders, members of Congress, and other prominent public and governmental leaders. It also will be a base for recruiting high-profile leaders to serve as Distinguished Visiting Fellows and Professors of the Practice, giving students and faculty expanded opportunities to interact with and learn from top-level practitioners and decision-makers on global issues.

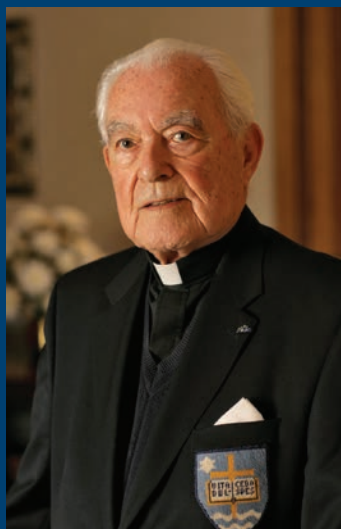
Enhancing Notre Dame's global networks as sites of Keough School research, integration labs, and professional internships. The Keough School's partners in this effort include Notre Dame International (NDI) and the Congregation of Holy Cross. NDI oversees international studies programs and is building robust Notre Dame alliances around the world, ranging from exchange programs to Global Gateways. The Congregation of Holy Cross has a respected, multi-generational presence and infrastructure in some of the world's emerging societies.

The Keough School envisions multiple Keough School sites in Latin America, Europe, the Middle East, sub-Saharan Africa, and parts of Asia. These sites will connect the Keough School's research and educational components and place Notre Dame at the center of a global network of scholars and practitioners committed to advancing integral human development.

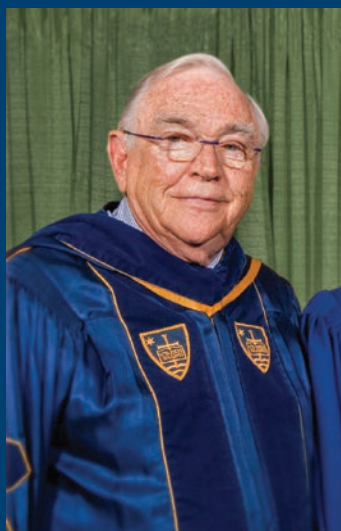
Forging and sustaining active alliances and partnerships to promote economic development and sustainability. The Keough School's Center for Human Development and Global Business and the Notre Dame Initiative for Global Development will serve as the hub of a network of international businesses. Notre Dame economists and finance and impact investing experts from the Mendoza College of Business will join Keough School faculty and policy professionals in providing specialized expertise for programs, seminars, and other educational initiatives.

In addition, the Keough School will forge alliances with other schools of global affairs, global policy institutes and centers, international agencies and networks, and cultural centers, embassies, and consulates. These might include connections with the Sustainable Development Solutions Network, the Carnegie Endowment for International Peace, the Alliance for Peacebuilding, and the Association of Professional Schools of International Affairs. The Keough School also will build on and extend Notre Dame's collaboration with the Catholic Church's peace, development, and human rights efforts around the world, including a strong partnership with Catholic Relief Services and related organizations.

A Global Affairs School for the 21st Century



Rev. Theodore M. Hesburgh, C.S.C.



Donald R. Keough

The Keough School aims to build a world-class faculty, student body, and educational and research programs dedicated to advancing integral human development. In so doing it will draw on the experience and expertise of successful leaders in business, government, and civil society and will fulfill Notre Dame's aspiration to reach the highest levels of academic excellence and policy influence of the world's very best global and international affairs schools. Among these schools, the Keough School will distinguish itself by incorporating the scholarly study of religion and its wide-ranging impact on daily affairs, the best organizational practices grounded in ethical reasoning, and the experiences and values of people living in diverse social and cultural settings.

A global affairs school for the 21st century extends the legacies of Donald R. Keough and the late Rev. Theodore M. Hesburgh, C.S.C., who during his distinguished service as President and President Emeritus of Notre Dame led the University into the top ranks of higher education and established institutes and programs that laid the foundations for the Keough School.

Both men shared a lifelong commitment to promoting human flourishing rooted in the demands of human dignity. Fulfilling that ambition will require tapping the enormous potential of like-minded visionaries willing to dedicate their talents, careers, and creativity in the cause of building a better, more humane world.

