



KELLOGG INSTITUTE
FOR INTERNATIONAL STUDIES

STRATEGIC PLAN 2017 – 2022

exploring **DEMOCRACY** *and* **HUMAN DEVELOPMENT**

OVERVIEW

THE KELLOGG INSTITUTE for International Studies at the University of Notre Dame is one of the most visible and prestigious university centers for the study of international issues in the United States. For more than three decades, our faculty and visiting fellows have helped set the scholarly agenda on our core themes of democratization and human development. Our work has had a significant impact on policy and practice.

In the next five years, the Institute seeks to take its research and educational efforts to new heights and to respond to the latest global challenges for democracy and human development, such as democratic decline and rising global inequality.

The University's Keough School of Global Affairs, opening in fall 2017, marks an unparalleled opportunity for the Kellogg Institute and Notre Dame to make a new and distinctive contribution.

As a foundational pillar of the School, the Kellogg Institute is poised to be one of its intellectual leaders, bringing to bear a history of rigorous research, exceptional student programming, and an extensive network of institutional partners. The School's opening generates new needs, new opportunities, and new resources for Kellogg to realize our own distinctive mandate while simultaneously advancing our collective aims as a core Keough unit. For the Keough School to be excellent, the Kellogg Institute must be excellent.

These changes call for Kellogg to reaffirm our core identity around the focal themes of democracy and human development, to build on our historic

profile and distinctive strengths, to consider bold new directions and opportunities for growth, and to be ambitious in our aspirations.

At the Institute's heart are our faculty fellows, conducting a broad array of values-driven research with wide geographic scope. We intend to capitalize on the diversity of our intellectual community even as we seek to increase our impact by focusing our efforts.

Moving forward, the Institute's traditional concentration in the social sciences will provide our central identity and guide our priorities. As the University's principal institutional home for research in comparative politics, democratization, and Latin America, Kellogg will continue to prioritize and advance outstanding faculty and student research in this area. Kellogg has also achieved significant strength in international development studies and expertise on sub-Saharan Africa, both of which are priorities for further growth.

Across all of our research and programming, Kellogg seeks to advance Notre Dame's Catholic mission by uniting rigorous empirical work with deep normative reflection and attentiveness to Catholic social thought.

Thematically, Kellogg's core concerns for democracy and human development will remain at the center of our work. Within these large thematic areas, Kellogg will invest in a select number of faculty-led "research clusters" in distinctive focal areas of high-impact,



mission-driven research and programming, as well as in the relationship of education to democracy and human development.

Programmatically, the Institute will build upon our commitment to fostering outstanding faculty and student research. As an essential contributor to the Keough School's research capacity, Kellogg will emphasize scholarship that has a positive impact on global policy and the practice of democracy and development. In addition to taking intellectual leadership for the Master of Global Affairs Sustainable Development concentration, Kellogg will continue to offer transformative educational opportunities for undergraduate and doctoral students.

Capitalizing on Institute programs that engage key partners in sustained collaborations, Kellogg will advance the research capacity of the Ford Family Program in Human Development Studies and Solidarity and will use the Institute's new Global Leadership Program to generate research and curricula related to lessons learned on public and civic life.

Structurally, we aim to deepen one of the Kellogg Institute's most distinctive traits, our strong sense of community. This model of intellectual and practical collaboration, interaction, and friendship is key to our past achievements and our ongoing identity and success.

This five-year strategic plan links these defining characteristics and aspirations to the University's broad strategic goals in research, education, Catholic mission, stewardship, and global engagement, centering on three paramount aims (*right*).

GOAL I

We aspire to scholarly excellence and to values-driven research. We aim to set the research agenda on issues critical to democracy and human development, to cultivate a vibrant, interdisciplinary intellectual community, and to have a significant impact on policy and practice.

GOAL II

We will offer doctoral, master's, and undergraduate students unparalleled opportunities to conduct high-quality research, gain field experience, and develop as ethical leaders in a globalized world as part of a dynamic intellectual community.

GOAL III

We will capitalize on existing linkages within the University—particularly among other units in the Keough School—and among our external partners as we seek new relationships to strengthen our capacity for research, further develop exceptional educational opportunities, and advance our work's practical impact.

This document discusses where we are today, our goals, and how we hope to accomplish them, focusing on a five-year period (2017–22) in the broader context of our longer-term aspirations. Separate appendices available at kellogg.nd.edu highlight our action plan, resources required to achieve our aims, a glossary of terms, and the Keough School's strategic plan, which informs our work.



RESEARCH

GOAL I. PROMOTING RESEARCH EXCELLENCE

We aspire to scholarly excellence and to values-driven research. We aim to set the research agenda on issues critical to democracy and human development, to cultivate a vibrant, interdisciplinary intellectual community, and to have a significant impact on policy and practice.

The Kellogg Institute is committed to deepening our scholarly community's research excellence on the critical global challenges that democracy and human development face today.

To maintain and enhance Kellogg's interdisciplinary capacity in democracy studies, the Institute will build upon a broad foundation of world-renowned research. Kellogg will also continue to advance the breadth and visibility of human development studies, in which we have invested substantially over the past decade. In addition, Kellogg will work to foster research that integrates and explores the intersection of those two core themes.

Geographically, both Latin America and sub-Saharan Africa will continue to figure prominently in Kellogg's research agenda. Nevertheless, given the Institute's fundamentally thematic orientation, we will also continue to support research on democracy and development elsewhere around the world, including the United States in an international and comparative frame.



Finally, the Institute's traditional emphasis on the social sciences will continue to guide our orientation, even while we remain committed to sustaining a rich interdisciplinary community.

Across our signature research areas, the Institute intends to maintain a diversity of methodological approaches, to unite a concern for both empirical and normative questions, and to foster perspectives informed by the Catholic social tradition.

To advance our goal of research excellence, the Kellogg Institute will in the next five years pursue three principal objectives.

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.



The success of the Institute's research goals depends on the strength and depth of our faculty fellows. Presently, the Institute encompasses more than 100 fellows from 23 academic departments, centers, and institutes. Kellogg is committed to maintaining research support for faculty of diverse interests.

To sustain the dynamism and breadth of our scholarly community, **Kellogg will collaborate with University academic units—especially the Keough School and the College of Arts and Letters—to recruit, support, and retain exceptional faculty with expertise on Kellogg core themes.** We also plan to fund the equivalent of two additional faculty positions in our key thematic areas, aiming to recruit scholars capable of being the future intellectual leaders of the Institute.

In addition, to maintain clarity of purpose and identity while enhancing the Keough School's emerging research profile, **we plan to direct Kellogg investments and energies in more**

concentrated ways toward a smaller and more focused set of research clusters that promise to generate significant research results.

We will establish these clusters by identifying a select number of focal areas within the study of democracy and human development and investing in outstanding faculty proposals that emerge from shared research interests and strengths among faculty fellows and the extended Kellogg community of scholars (e.g., current and former graduate students and visiting fellows).

Kellogg intends to support these research clusters through a variety of means, including financial resources, administrative and conference support, and strategic use of the Visiting Fellows program and our Distinguished Research Affiliates. By providing a strong incentive for groups of scholars to undertake coordinated, longer-term research initiatives, we hope the clusters will serve as incubators for expansive collaborations, attract external funding, and generate substantive research outputs on core Institute themes.

One area of research already emerging is the relationship of international education to both democracy and human development. The converging interests and possibilities in this area, within the Institute and in collaboration with key partners at Notre Dame and elsewhere in the world, make it an attractive new focus.

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

The Institute's intellectual community grows and flourishes in multiple individual interactions and in gatherings of faculty, students, external scholars, and practitioners, where fruitful dialogue engenders insight, creativity, and intellectual friendship.

To build this sense of community, Kellogg supports individual and collaborative research, academic conferences and workshops, a seminar and lecture series, working groups, and diverse opportunities for interaction. External scholars and practitioners contribute to the community by spending extended periods of time at Kellogg in two ways.

Scholars in the **Visiting Fellows** program, one of the oldest and most competitive of its kind, enliven the Kellogg community with innovative research and with their presence, building bridges between Notre Dame and their home institutions long after their time of residence at the Institute. **We intend to integrate our visiting fellows more fully into our research agenda and scholarly community, including in our new research clusters.**

The **Distinguished Research Affiliates** program, piloted in 2015, engages a revolving cohort of six outstanding external scholars in two-year collaborations with the Kellogg research community. Affiliates advise the Institute and nurture new initiatives; develop research projects with faculty fellows and doctoral students; help disseminate Kellogg research across scholarly and policy audiences; and participate in Institute academic events.

We aim to institutionalize the Distinguished Research Affiliates program, bringing in high-level scholars and actively involving them in the Institute's intellectual community.

Finally, to further sustain and deepen Kellogg's intellectual community, as Kellogg moves into the newly-completed Jenkins Hall in 2017 **we also will repurpose parts of the Hesburgh Center for International Studies** into spaces more conducive to collaborative work, scholarly exchange, and social interaction among Kellogg-affiliated faculty, students, and visitors.



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.

Working across disciplinary boundaries and bringing to bear the best research tools and a deep commitment to normative principles, Kellogg scholars engage with policymakers and practitioners to develop multifaceted understandings of complex contemporary issues.



Consistent with the founding vision of Rev. Theodore Hesburgh, CSC, the Institute has engaged in research not only directed at an academic audience but also aimed at having a substantive impact on democracy and development in practice. Kellogg-affiliated scholars have come from positions of public leadership and/or gone on to play central roles in the public life of their countries. As part of the Keough School, Kellogg intends to continue this tradition with renewed vigor.

The Institute's *Ford Family Program in Human Development Studies and Solidarity* specializes in innovative, impact-driven research in democracy and development facilitated by community engagement and strong institutional partnerships, including with the Congregation of Holy Cross.

We will advance the Ford Program as a platform for applied development research inspired by principles of Catholic social thought and support its efforts to create a global network of researchers and practitioners.

Following the model of two current multiyear efforts focusing on human dignity in the context of development and on the concept of accompaniment as a development paradigm, **the Institute will continue to develop initiatives that seek to advance the aims and methods of development practice** by bringing together scholars, policymakers, and development practitioners for sustained exchange and research collaboration.

Through our new Global Leadership Program, we will engage experienced global leaders and promising young professionals from the public and private sectors to foster policy-relevant research on ethical, effective leadership in the practice of democracy and human development.

Finally, **we will identify Kellogg community research that promises to inform and influence policy and disseminate it through targeted publications, conferences and events, and collaborations with Keough School colleagues.** For example, the *Varieties of Democracy* project is being used as a source for indicators to measure progress toward the UN Sustainable Development Goals, and the policy implications of Kellogg work on criminal violence in Mexico is under active public discussion there.



EDUCATION

GOAL II. PROVIDING EXCEPTIONAL EDUCATIONAL OPPORTUNITIES

We will offer doctoral, master's, and undergraduate students unparalleled opportunities to conduct high-quality research, gain field experience, and develop as ethical leaders in a globalized world as part of a dynamic intellectual community.



Kellogg engages exceptional students at both the doctoral and undergraduate levels in our interdisciplinary scholarly community, providing them with opportunities and resources that lead to academic success and careers as scholars and professionals.

The Keough School affords the Institute the opportunity to develop educational offerings for new Master of Global Affairs

students and for non-degree students such as political leaders and international development professionals, as well as to deepen and extend our offerings to doctoral and undergraduate students.

In the next five years, Kellogg plans to strengthen and expand student opportunities through three key objectives.

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 exceptional PhD students, especially in Latin American politics. Many are now tenured faculty at elite institutions or hold important policy positions with international organizations. **We aspire to continue this success by supporting doctoral students across diverse disciplines whose work contributes to our core research themes.**

Our support of doctoral students begins before they arrive at Notre Dame and continues throughout their training and beyond. Through our *PhD Fellowship* program, we provide five years of supplemental financial assistance to outstanding new doctoral students, helping academic departments to recruit the best applicants. **We will continue to cooperate closely with relevant Notre Dame departments and schools to help identify and recruit exceptional candidates.**

We will also continue to prioritize robust support and enhanced opportunities for student research and professionalization. Fully integrated into the Kellogg community, doctoral students can receive generous funding, have the opportunity to collaborate and often publish with faculty fellows, and are able to apply for competitive, yearlong *Dissertation Year Fellowships* in the final years of study. The *Doctoral Student Affiliates* program, introduced in 2015, expands our reach among a larger number of graduate students while more effectively channeling Kellogg resources.



In the new Keough School, it is essential that Kellogg maintain and even increase our historic commitment to doctoral students. The School's curricular offerings target master's and undergraduate students, yet the research done with faculty by doctoral students is key to realizing the School's aspirations to scholarly excellence. By investing in doctoral students, the Institute simultaneously reaffirms our distinctive identity and contributes to the Keough School's success.

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; 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.



Our flagship ***Kellogg International Scholars Program (Kellogg ISP)*** is a highly selective program that pairs undergraduates with faculty fellows as research assistants. Over three years, International Scholars are mentored by and work alongside faculty, allowing 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. Since 2003, Kellogg ISP has contributed significantly to Notre Dame's efforts to increase both the number of national fellowships won by undergraduates and the percentage who pursue PhDs. Alumni and current scholars have won prestigious fellowships, including Rhodes, Truman, and Boren scholarships as well as Fulbright awards, and have gone on to highly-ranked graduate programs.

We plan 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.

We also plan to enhance the Minor in International Development Studies (MIDS), one of the University's most popular interdisciplinary minors. Currently enrolling more than 70 students, it includes rigorous training in research methods and culminates in a senior capstone project based on overseas field research.



Additional Kellogg undergraduate programs allow outstanding students from across the University, including Kellogg ISP and MIDS participants, to engage substantively with international issues. **We will continue to invest in Experiencing the World Fellowships and Kellogg/Kroc Research Grants,** which allow students to propose and undertake increasing levels of independent field research and provide undergraduates with some of the most transformative experiences of their college years.



To showcase the work of grant recipients and advance student research opportunities, **we will develop and support student-initiated and student-led programming, especially occasions to present research,** such as our annual Human Development Conference.

To flourish and attract Notre Dame's best students, the Keough School's incipient Undergraduate Program in Global Affairs will need to offer students opportunities to pursue serious research, gain international field experience, and prepare for advanced study in their major fields. Building on our existing programs, Kellogg aspires to be an exemplary catalyst for positioning the Keough School as a vibrant hub of undergraduate international research.





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.

Historically, Kellogg has not sponsored degree programs or courses of study, other than its undergraduate minors. Instead, our student programs have aimed to supplement other units' curricular programs, particularly through support for doctoral and undergraduate student research.

The Keough School's Master in Global Affairs (MGA) concentration in Sustainable Development, which parallels our central concern for human development, offers us a new opportunity. **We will take co-responsibility for supervising the concentration's academic content and support a faculty director** from among our faculty fellows for the concentration. In addition, **we will provide selective scholarships to a small number of MGA/Sustainable Development students** whose interests and trajectories can contribute to our central research themes and initiatives.

Given its strong fit with Kellogg research, we expect to contribute to the foundational MGA seminar in integral human development by providing faculty support and helping to develop curricular content. **We also will encourage the development of Keough courses rooted in other distinctive Kellogg thematic and research concerns** through strategic use of the Visiting Fellows Program, the Global Leadership Program, and course development grants for faculty fellows.

The MGA curricula will rely on the development of case studies, for which Kellogg research in democracy and human development should



be a valuable resource. **We will explore ways to generate teaching materials for Keough programs based on Kellogg research initiatives. We will also support the School's Integration Lab (i-Lab)** in its curricular programming, research opportunities, and partnerships (described further under Goal III).

We will also experiment with the development of educational programs for non-traditional students in non-degree programs, such as our 2016 seminar in ethical leadership for young political leaders from Argentina. Existing Kellogg relationships around the world with political, business, religious, and NGO leaders, as well as other educational institutions, could serve as the basis for such programs.



LINKAGES

GOAL III. SUSTAINING KEY INSTITUTIONAL PARTNERSHIPS AND BUILDING NEW LINKAGES

We will capitalize on existing linkages within the University—particularly among other units in the Keough School—and among our external partners as we seek new relationships to strengthen our capacity for research, further develop exceptional educational opportunities, and advance our work's practical impact.

The Institute's multiple partnerships build upon one another in a variety of distinctive collaborations. At Notre Dame, Kellogg has ties to virtually all academic units, with our deepest relationships with College of Arts and Letters departments associated with our research themes. Kellogg support has been central to the strong profile of comparative politics in political science, and it has recently contributed to the rapid rise of the development field in economics.

Beyond Notre Dame, Kellogg has consistently expanded our global reach, partnering with international organizations, universities, think tanks, and NGOs on research and policy. The Keough School builds upon the global presence and reputational capital developed over decades by Kellogg and our partner institutes in the School.

In the next five years, we plan to advance multidimensional partnerships both within the University and internationally to advance our goals for research excellence and transformational education.



OBJECTIVE 1

Maintain a strong and active University-wide presence, seeking fruitful relationships with departments, schools, institutes, and centers across the University to advance 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 Keough School's cohesion is premised on the integration of the distinct centers and institutes under its umbrella—namely, in addition to Kellogg, the Center for Civil and Human Rights, Initiative for Global Development, Keough–Naughton Institute for Irish Studies, Kroc Institute for International Peace Studies, Liu Institute for Asia and Asian Studies, Nanovic Institute for European Studies, and the nascent McKenna Center for Human Development and Global Business. Consistent with this vision, **we will actively seek greater collaboration with Keough's other constitutive units whenever consistent with Kellogg's distinctive thematic and programmatic mandate.**

At the same time, Kellogg has a history of contributing to long-term institutional capacity at Notre Dame through our collaborations with a broad array of relevant departments, institutes, and centers across campus. **We plan to maintain and strengthen that University-wide presence**, including longstanding ties to Arts and Letters, especially on comparative politics and economics, as well as more recent but important linkages with the Colleges of Science and Engineering, the Law School, and the Mendoza College of Business. **We also intend to deepen collaboration with thematically relevant University institutes**—in particular the Institute for Educational Initiatives and the Eck Institute for Global Health—and to seek promising new internal partnerships.



OBJECTIVE 2

Selectively invest in key existing linkages and forge new relationships with universities, research institutes, NGOs, intergovernmental bodies, and Catholic entities, whose work and mission fit well with our institutional identity and long-term goals of fostering outstanding research, exceptional educational opportunities, and practical impact.

Given the diversity of Kellogg's existing external collaborations and its multiple opportunities for new linkages with leading international universities, NGOs, and religious organizations, **we will prioritize those long-term, multidimensional relationships that advance our aims of research excellence, educational opportunities, and policy impact.**

The Keough School Integration Lab (i-Lab), shaped with Kellogg vision and leadership and drawing on our existing linkages, offers the Institute a new vehicle to leverage key external partnerships with leading development organizations such as Partners In Health and Catholic Relief Services. Designed to link theory to practice as students address real-world problems with partner organizations, the i-Lab will bolster our ability to conduct impact-driven research as we deepen and enhance longstanding collaborations.

Other existing collaborations that merit deeper investment are those with top-tier universities that share Notre Dame's mission-driven orientation, such as the Pontifical Catholic University of Chile in Santiago, the Catholic University of the Sacred Heart in Milan, and Notre Dame University Bangladesh. **We intend to explore forming an active and fruitful international network of similar universities** whose scholars are conducting excellent, ongoing work on democracy and/or human development.



We also plan to nurture and expand the Ford Program's key collaborations in East Africa and to expand the program's network of relationships further, including through nascent linkages in Bangladesh, Haiti, and Peru. One of the Ford Program's major partners is the Congregation of Holy Cross, which has a respected, multigenerational presence in developing areas around the world, including in areas of strategic interest to Kellogg and the Keough School. Through the Ford Program, the Institute is currently engaged in impact-oriented research on education and development in Uganda, working with the Congregation of Holy Cross, the Luigi Giussani Institute for Higher Education, and the Institute for Educational Initiatives. Moving forward, Kellogg intends to advance similar external research partnerships.

CONCLUSION

In the present global dynamic, urgent challenges to democracy and human development demand bold responses. Already positioned as a foundational pillar and intellectual leader for the Keough School, the Kellogg Institute faces a moment of unparalleled opportunity to respond to that call in ways that are both new and also rooted in the Institute's historic identity.

Over the next five years, Kellogg aims to continue to advance our core research agenda in democracy and human development while renewing our research depth by investing in high-impact focal areas. Building upon the strength and commitment of our academic community, the Institute will continue to develop exceptional, transformative educational opportunities. Moreover, the Institute aims to prioritize key institutional partnerships while forging new linkages essential to advancing the Institute's research excellence and educational goals.

By building upon key strengths, Kellogg will continue to realize our own distinctive mandate and agenda while simultaneously playing a central role in achieving the collective aims of the Keough School and the University of Notre Dame.

Photos by or courtesy of:

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Keough School of Global Affairs