



CREATING SOLUTIONS FOR GLOBAL CHALLENGES

A Strategic Plan for the Global Studies Institute

2017 – 2022





TO OUR STAKEHOLDERS

The Global Studies Institute has worked with focus and determination since its founding in 2015 to advance our primary purpose of addressing issues and opportunities in today's global world through cross-disciplinary research, academic programs, and outreach. Our efforts are aimed at increasing Georgia State University's international prominence, catalyzing collaborative interdisciplinary research, and preparing globally competitive students to take their place among the world's best minds working on the world's most vexing social challenges – conflict and terrorism, human rights, immigration and refugees, and the issues facing global cities.

Our early successes include:

- Assembling an interdisciplinary team of ambitious and innovative scholars, including seven core faculty, thirteen affiliate faculty, three postdoctoral fellows, and a senior researcher
- Establishing five international centers conducting research and presenting programs on Asia, Latin America, the Middle East, Hellenic Studies, and Human Rights and Democracy
- Creating an undergraduate major in Global Studies as part of the Bachelor of Interdisciplinary Studies degree, graduating our first class in December 2016

The creation of this plan took place over the Summer of 2016. Revision, editing, and the development of a detailed implementation plan (Appendix A) occurred in the Fall. The plan, born of the commitments articulated in our founding document (Appendix B) and informed by our experiences and situational analysis (Appendix C), capitalizes on our momentum, outlining the strategic areas of focus that will guide the work of the Global Studies Institute through 2022.

Since the drafting of our founding document, we have refined the scope of GSI while remaining true to our primary focus ... *creating solutions for pressing global challenges.*

A handwritten signature in black ink, appearing to read "Anthony F. Lemieux". The signature is fluid and cursive.

Anthony F. Lemieux
Director, Global Studies Institute

MISSION, VISION, and VALUES

The strategic direction of the Global Studies Institute is rooted in the commitments articulated in the Institute's founding document, the Georgia State University mission, and the five goals of the university's strategic plan:

- **Goal 1:** Become a national model for undergraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates
- **Goal 2:** Significantly strengthen and grow the base of distinctive graduate and professional programs that assure development of the next generation of researchers and societal leaders
- **Goal 3:** Become a leading public research university addressing the most challenging issues of the 21st century
- **Goal 4:** Be a leader in understanding the complex challenges of cities and developing effective solutions
- **Goal 5:** Achieve distinction in globalizing the university

GLOBAL STUDIES INSTITUTE MISSION – The mission of the Global Studies Institute is to significantly enhance the core University functions of research, education, and service. GSI is here to:

- Generate and disseminate scholarly knowledge that can be applied to address pressing global issues
- Inspire collaboration across the university and with other universities through interdisciplinary research, education and outreach
- Educate and prepare students and professionals to engage with, and compete in, a globalized world

GLOBAL STUDIES INSTITUTE VISION – The Global Studies Institute at Georgia State University will be a recognized national and international leader in interdisciplinary research, teaching, outreach and engagement that creates solutions for pressing global challenges.

GLOBAL STUDIES INSTITUTE VALUES – Beyond the specific research questions we are investigating and the global challenges we are addressing, we advance the work of the Global Studies Institute based on these core values:

- **Broad and energetic collaboration:** We are committed to working across disciplines, across department lines, and across borders to expand our understanding of the world's most vexing social challenges and to prepare students who are equipped to address them
- **Transformational learning experiences:** We are committed to building a culture that provides stimulating learning opportunities for our students, our faculty and affiliates, and our colleagues and partners, increasing our individual and collective understanding of the world
- **Outreach and engagement:** We are committed to applying and extending our knowledge and expertise in ways that benefit the Institute, the university, and society at large

FROM VISION TO ACTION

This strategic plan – **Creating Solutions for Global Challenges** – reflects the vision of the Global Studies Institute as we prepare to move into our third year of operation. That vision is translated into action through 10 strategic priorities, 37 supporting long-term goals, an annually updated implementation plan, and metrics that ensure accountability to stakeholders within and beyond university walls – our students (both prospective and current), the university community, our colleagues in the global studies field, policymakers, media, and the public.

In a nod to the Balanced Scorecard performance management system developed by Drs. Robert Kaplan and David Norton, GSI has articulated long- and short-term intent based on four strategic perspectives, complementary but distinct lenses through which strategy and performance are viewed: **Core Mission, Capacity, Funding & Finance, and Internal Processes**. The following criteria were used to evaluate the appropriateness of priorities and goals for inclusion in this plan:

- Alignment with university mission and priorities
- Alignment with Institute vision, mission, and existing capacity and strengths
- Availability of resources to support implementation (both current and future implications of engagement)
- Probability of success

GSI Strategic Priorities

- Achieve National and International Prominence
- Convene the Experts
- Expand Areas of Focus
- Extend Our Reach
- Develop Next Generation of Global Leaders
- Increase Faculty and Staff
- Build a Community of Scholars
- Diversify Funding
- Energize Philanthropy
- Model Excellence

While the strategic plan was developed to articulate our strategic intent over a five-year horizon, it is also a framework that we will use to guide and channel resources. It is not static. In order to remain nimble and open to emerging opportunities, Institute faculty and staff have and will continue to periodically take stock of existing commitments to assess relevance, alignment with organizational priorities, and availability of resources to support implementation. This practice is perhaps most evident in the refinement of the Institute’s scope since its founding. During this planning process, we re-examined our founding principles and right-sized our vision for the future consistent with organizational and global realities – thereby ensuring that GSI delivers maximum impact and maximum return on public and private investment.

STRATEGIC PRIORITIES AND SUPPORTING GOALS

PERSPECTIVE: CORE MISSION

Strategic Priority 1 – ACHIEVE NATIONAL AND INTERNATIONAL PROMINENCE

Work to be recognized as a national and international leader in interdisciplinary research on conflict, peace-building, violence, and terrorism

- **Goal 1.1** – Conduct globally-focused interdisciplinary research and multi-sector collaboration on issues related to conflict and post-conflict societies, including terrorism, violence, peace-building, transitional justice, and human rights and democracy

Strategic Priority 2 – CONVENE THE EXPERTS

Lead interdisciplinary research with collaborators from units across the university, as well as other universities, and with local, national, and international partners to positively impact global issues

- **Goal 2.1** – Increase the volume and quality of collaborative research being conducted on global issues through novel mechanisms

Strategic Priority 3 – EXPAND AREAS OF FOCUS

Expand efforts in the areas of immigration, refugees and transnational urban issues, and global health and identify and address emerging issues of local and global importance

- **Goal 3.1** – Develop a plan and take initial steps to build new research priorities in forced migration, refugees, and immigration and the problems of global cities

Strategic Priority 4 – EXTEND OUR REACH

Develop programming that increases outreach and student engagement and positions the centers as integrated, self-sufficient drivers of impact

- **Goal 4.1** – Develop an integrated communication strategy that enhances the visibility of GSI internationally, nationally, regionally, and locally and engages with College and University communications and outreach partners
- **Goal 4.2** – Disseminate faculty research in formats that are useful to policymakers, practitioners, grant-makers, the media, and students of public policy
- **Goal 4.3** – Organize and sponsor colloquia, symposia, and conferences on a wide range of global issues in collaboration with the GSI centers, departments, colleges, and outside organizations,
- **Goal 4.4** – Establish an annual Emerging Global Issues Forum, bringing prominent scholars, policymakers, and practitioners to campus for working meetings and public presentations

Strategic Priority 5 – DEVELOP NEXT GENERATION OF GLOBAL LEADERS

Establish strong student interest in and engagement with our globally-focused curriculum and research

- **Goal 5.1** – Grow the Global Studies undergraduate major to 100 students within three years through the undergraduate Bachelor of Interdisciplinary Studies degree program

- **Goal 5.2** – Establish a university-wide undergraduate certificate in global studies in partnership with the Office of International Initiatives, Center for International Business Education, and Research (CIBER), and other university stakeholders
- **Goal 5.3** – Develop a Master’s program in Global Studies that is sustainable, targeted to meet demand with initial enrollment of at least 15 students, including online and joint programs, along with advanced and professional training and certificate program
- **Goal 5.4** – Continue to develop the next generation of scholars working on issues of global significance by supervising post-doctoral fellows, as well as graduate students enrolled in PhD and MA programs in degree granting departments
- **Goal 5.5** – Create a menu of signature experiences, including internships, research practicum, domestic and international field schools, senior thesis, and study abroad programs
- **Goal 5.6** – Establish Collaborative Online International Learning (COIL) at GSU to increase student engagement and success

PERSPECTIVE: CAPACITY

Strategic Priority 6 – INCREASE FACULTY AND STAFF

Recruit and retain an excellent and diverse faculty and staff who are well-supported to create new opportunities for the University and to deliver on the Institute’s mission

- **Goal 6.1** – Develop the affiliate faculty program by recruiting at least five affiliates in year one and three to five additional affiliates each subsequent year
- **Goal 6.2** – Develop capacity for identifying grant opportunities, writing, and success with extramural research funding
- **Goal 6.3** – Hire additional staff to support research, administrative, communication, outreach, and educational efforts
- **Goal 6.4** – Continue to expand and enhance the scholarly profile of Institute faculty by building problem-focused teams around both core and emerging research themes

Strategic Priority 7 – BUILD A COMMUNITY OF SCHOLARS

Create a vibrant and engaged scholarly community with professional facilities and a supportive, achievement-oriented culture

- **Goal 7.1** – Develop capacity of GSI centers to generate external funding, to establish and maintain key partnerships, and to build their individual constituencies under the GSI umbrella
- **Goal 7.2** – Support core and affiliate faculty and staff by providing professional development and career growth, seed funding, residencies, and opportunities to enhance annual merit evaluations and their success in the promotion and tenure process
- **Goal 7.3** – Develop a mentoring program for tenure-track faculty who are pursuing promotion or tenure
- **Goal 7.4** – Develop supporting background material for priority growth areas so that the Institute can respond quickly and effectively to opportunities for externally funded calls for proposals, along with opportunities to pursue new faculty and staff positions

- **Goal 7.5** – Ensure availability of technology to facilitate a culture of lively discourse, regular events, long-distance collaboration and learning as part of our efforts to carve out intellectual space to develop exciting and cutting edge research agendas
- **Goal 7.6** – Develop access to the necessary space and equipment, including social and behavioral science focused research laboratory space, to fulfill research grants and objectives

PERSPECTIVE: FUNDING & FINANCE

Strategic Priority 8 – DIVERSIFY FUNDING

Cultivate a range of funding sources, including sponsored research, contracts, and revenue-generating training programs, that leverage state support and build sustainability

- **Goal 8.1** – Expand the annual budget by diversifying revenue streams to include federal and state agencies, Atlanta-based businesses, private foundations, professional development and certification related fees, sponsorships, and individual donors
- **Goal 8.2** – Submit three or more team-based grants per year to increase the number of collaborative grants that originate in, or are developed in partnership with, GSI faculty, affiliates, and centers
- **Goal 8.3** – Conduct two to three fee-based professional development workshop/training sessions per year
- **Goal 8.4** – Generate at least \$1 million annually in grants and private funding
- **Goal 8.5** – Serve as good stewards of resources, demonstrate return on investment, and communicate this effectively through reporting

Strategic Priority 9 – ENERGIZE PHILANTHROPY

Develop a sustainable fundraising program (annual and major gifts) that generates annual operating revenue, student scholarships, faculty residencies, and seed grants and creates an endowment to support future growth

- **Goal 9.1** – Identify and build long-term relationships with donors through annual giving campaigns, sustained giving opportunities, and major gift opportunities to support research infrastructure (including dedicated labs, facilities) and to fund endowed chairs, professorships, scholarships, and programming
- **Goal 9.2** – In partnership with College Development Officer, establish and maintain relationships, processes, policies and procedures to effectively increase our overall portfolio of support

PERSPECTIVE: INTERNAL PROCESSES

Strategic Priority 10 – MODEL EXCELLENCE

Become recognized as a core resource in advancing the university's strategic plan and as a model of excellence for the university community in the areas of outreach and partnership

- **Goal 10.1** – Develop a set of norms and a collaborative culture and structure to support to multi-sector collaborations and support productive partnerships among GSU and key stakeholders in conflict and post-conflict
- **Goal 10.2** – Create an External Advisory Board that aids in building networks and securing resources and financial support for research, education, programming, and outreach
- **Goal 10.3** – Develop and implement a focused strategy for establishing partnerships with external organizations for research, education, or outreach
- **Goal 10.4** – Formalize partnerships with closely aligned GSU entities including the Office of International Initiatives and beyond
- **Goal 10.5** – Establish by-laws, tenure and promotion guidelines, and all other required elements of a stand-alone department within the College of Arts and Sciences at GSU
- **Goal 10.6** – Champion and actively advocate for the formal and informal recognition of the value of collaborative, interdisciplinary research throughout the University
- **Goal 10.7** – Continue to advocate on how the college and university addresses key global issues

EXECUTION AND ACCOUNTABILITY

A strategic plan is of little use to an organization without a mechanism for translating vision into action. GSI has developed and maintains an **Implementation Plan**, a working document that tracks tactics, relationship to overarching priorities and goals, due dates, responsible parties, next steps, and progress (see Appendix A). The implementation plan (reviewed and updated annually) is a central component of our commitment to accountability, which also involves the regular reporting of outputs and outcomes – primary elements in the story we tell to our stakeholders about the work we do and the impact we have on the world.

OUTPUTS: what we do

- Number, prestige, and amount of research grants (submitted, funded, scored / reviewed favorably; contenders for re-submission)
- Number and quality of GSI-led or involved publications or other scholarly & policy-oriented products
- Number of faculty and staff
- Number of affiliates and level of engagement/effort
- Resources allocated and available for faculty and staff professional development
- Number of credit hours generated
- Number of Global Studies majors
- Number of students
 - Total number of undergraduate students
 - Total number of graduate students
- Number of Global Studies graduates
- Graduation rate
- Number of students engaged in signature, transformative experiences
- Number of students that study abroad – via GSI and collaborations
- Student learning of foreign languages (increase in number and kind of course offerings in critical language areas as part of GLOS curriculum)
- Number of courses modified or developed as products of the Collaborative Online International Learning (COIL) and Global Education Initiative (GEI)
- Number, quality, and prominence of globally-themed events hosted on campus, participation rates
- Number and quality of engagement and events by the Centers, participation rates
- Number and quality of media and social media hits
- Sources of revenue and percentage of total revenue per source

OUTCOMES: the difference we make

Short-term

- Annual revenue and percentage of external funding secured
- Amount development funds raised (gifts and pledges)
- Amount of external research dollars raised
- Amount of foundation funds raised
- Student satisfaction via course evaluations and surveys (aligned with the University)
- Student participation in domestic and international “signature experiences” clearly connected to global themes, such as internships, academic teams
- Student receipt of fellowships and awards for international study and research
- Calibration and direction of resources in ways that are consistent with this strategic plan
- Number and quality of partnerships forged in support of greater understanding of global issues; demonstrated, documented, functional and well-established with mechanisms to support
- Success in the tenure and promotion of GSI faculty and affiliates

Medium-term

- Increased interdisciplinary and collaborative efforts
- Recognition – evidenced by number and quality of National & International awards and recognitions; Awareness of GSI
- Students are prepared to operate effectively in a globalized world
- Students find employment in a field connected to Global Studies within one year of graduation, including in NGOs and/or policymaking

Long-term

- Scholarly knowledge on pressing global issues applied to solve problems

ONLINE APPENDICES

A – Strategic Implementation Plan & Timeline

The Institute’s annual implementation plan is a fluid document and is updated frequently. Please consult with Institute staff to ensure you are in possession of the most current version.

B – Creation of a Global Studies Institute at Georgia State University

Commonly referred to as our “founding document,” this proposal was drafted in 2013 and outlines the rationale behind the development of the Global Studies Institute, including core functions, organizational structure, areas of focus, timeline, etc.

C – Situation Analysis Summary

The initial SWOT Analysis took place on April 28th, 2016 from 1-4pm, and included participation from core GSI faculty and staff. This session was facilitated by Erik Speakman, who also worked closely with the GSI Director and Associate Director through the summarization of the SWOT findings, and initial drafting of the strategic plan document over the Summer and Fall of 2016. In the situation analysis discussion, the GSI team focused on identifying strengths, weaknesses, opportunities, and threats along with articulating the mission and vision of GSI.