UPDATE FROM THE GLOBAL STRATEGY TASK FORCE

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Our global vision and goals for 2020

PREAMBLE

November 3, 2015

This vision statement represents the completion of Phase I of the Global Task Force charge. It is intended to serve as a foundation and outline for developing Northwestern University’s global strategy -- establishing a shared vision and associated goals that incorporate our rich intellectual resources, historical strengths and aspirations for even greater global impact.

The result of discussions and feedback sessions held with over 150 faculty, administrators and trustees from across the university over a three-month period, this document is inspired by the many global models already developed at the school, department, research center and individual faculty levels. These programs form core assets that will be critical to Northwestern’s continued global engagement and increasing impact.

In the next phase of the Global Task Force’s work, we will work with our faculty, administrators, students and trustees from across the university to establish priorities across these goals and identify potential areas for deeper investment at the university-level. We welcome your input, ideas and continued engagement.

VISION

To establish Northwestern as one of the world’s premier universities.

To develop a culture and an infrastructure that link our intellectual communities to larger international idea and innovation networks and enable our faculty, administrators and students to lead advancements in global health; sustainability; social, political and economic vitality; scientific, artistic, and cross-cultural understanding; and other critical areas.
GOAL 1  EXPAND AND DIVERSIFY THE UNIVERSITY’S GLOBAL ACTIVITIES, LOCATIONS AND PARTNERSHIPS FOR FACULTY AND STUDENTS.

A. Establish new research projects, creative activities and educational collaborations through partnerships with leading universities and other institutions around the world that mutually benefit the faculty, students, communities involved and Northwestern as a whole.

B. Consider establishing physical sites for Northwestern in select global cities that would serve as bases of operations and local partnerships, resource centers and convening sites for students, faculty and administrators to advance our intellectual activities and reputation.

C. Build the infrastructure and capabilities needed to energize, coordinate and support international activities and partnerships across the University’s schools, centers and institutes while helping to connect scholars with counterparts abroad.

D. Create significant research prizes and greater visibility for faculty research aimed at studying global, international and regional issues.

E. Foster new interdisciplinary research in Chicago/Evanston focused on solutions to critical global issues.

F. Establish metrics for measuring Northwestern's global research profile, international academic reputation, student cultural competencies and the diversity of our global community.

GOAL 2  AMPHIFY THE UNIVERSITY’S INTERNATIONAL VISIBILITY AND ENHANCE OUR GLOBAL REPUTATION FOR INTELLECTUAL AND ACADEMIC EXCELLENCE.

A. Identify and promote a select group of signature research and education projects for major institutional investment in strategically important international locations that involve multiple schools.

B. Encourage the development of new educational models, online courses, digital assets, health care and legal services to enhance global exposure to Northwestern and engage more people around the world.

C. Promote Northwestern's specialized resources and the accomplishments of our faculty, students and alumni in key international media and markets.

D. Engage our international alumni to build a greater sense of global community and promote the University’s programs and reputation.
GOAL 3 PREPARE OUR STUDENTS TO LIVE AND THRIVE IN A DIVERSE, COMPLEX AND INCREASINGLY INTERCONNECTED WORLD.

A. Infuse student cultural and educational experiences with an appreciation for diverse global perspectives on scholarship, arts and humanities, media, physical sciences, commerce and public policy.

B. Invest in creating new research, educational programs and courses in global, regional, national and comparative studies for students across our schools, centers and institutes.

C. Provide a robust set of well-coordinated opportunities for high quality, intellectually-rigorous study abroad and international learning opportunities, drawing connections to the challenges of diverse communities at home.

D. Expand foreign language educational opportunities through greater course continuity, online instruction programs and language-centered residential life options.

E. Increase funding for faculty and student travel abroad and enhance support for identifying and promoting international internship and job opportunities for our students.

F. Identify and leverage new assets to enrich student learning opportunities; integrate the global assets of the city of Chicago and attract new visiting scholars and distinguished practitioners to augment faculty expertise in key global and regional subject areas and policy topics.

GOAL 4 GLOBALIZE AND DIVERSIFY OUR COMMUNITY BY RECRUITING THE WORLD’S MOST TALENTED FACULTY AND STUDENTS TO NORTHWESTERN.

A. Create programs and leverage global partnerships to attract outstanding international scholars, post-docs and students from around the world to each of our schools.

B. Increase funding for need-based financial aid for international undergraduate and professional school graduate students and for graduate student fellowships; create programs targeted to attract and support first generation college students from overseas.

C. Identify existing barriers and enhance orientation activities, language programs and support services for international students and scholars as they transition to Northwestern.

D. Create programs to deepen integration across our diverse communities on campus; promote greater cohesion among all our scholars, including international students, with distinct activities, cultural skills training and community support throughout the year.

E. Advocate for US immigration policies that make Northwestern University and the United States a more attractive faculty and student destination.
CHARGE FROM THE PROVOST

May 2015

BACKGROUND

The world has globalized. Modern universities must embrace this reality and adapt to it. For Northwestern, this means creating a learning environment that educates and equips faculty and students to cross intellectual, ideological, and cultural boundaries. This mission requires fostering a deeper understanding of how communities and social structures form and interact across boundaries. We will also need to extend classrooms and research sites to geographically dispersed locations. Rather than view these as a collection of individual sites, we should view them as an interconnected network of operations that extends the Northwestern mission and reach across the globe.

Northwestern has made strong progress on this journey over the past decade. We have made large strides in attracting faculty and students from diverse geographic and cultural backgrounds. Our global activities have included new fields of study, partnerships with leading universities, research collaborations, and the establishment of a campus in Doha, Qatar. (The many sites where Northwestern operates around the globe can be seen on our global opportunities map.) We have become a university that is creating global impact through the work of our faculty and students. Our impact is further expanded through alumni in leadership positions throughout the world.

With the new opportunities afforded us with the receipt of Roberta Buffett’s transformative gift, it is an important moment to assess our progress to-date and determine and affirm our strategic intentions. Across the University, innovation at the school, department, research center, and individual faculty level has led to several models of global engagement. As we move forward, we need to decide how much coordination and centralization we should implement, in what locations to focus our energies, and what forms of global activity to emphasize.

The goals in creating a global mission and strategy for Northwestern are many. We must recruit the most talented faculty and students from around the world to assure Northwestern's vibrance as a leading university. We must prepare our students to work in a global economy, aware of its unique environmental, political, and socio-economic challenges and to value diversity and multiple cultural perspectives. And, we must equip and inspire our faculty to study the most pressing problems of our world. As a leading research university, we have both the responsibility and opportunity to have an impact on policies and legal systems, delivery of health care, growth of market-based economies, understanding of religious differences, and much more.

The purpose of the Global Strategy Task Force is to enhance the integration and coordination of the various initiatives currently underway and planned for the future by developing an overarching institutional global strategy.
The Global Strategy Task Force will work with our faculty, deans, administrators, students, alumni, and trustees over a nine-month period to develop an integrated strategic plan for the University that:

- Articulates a global mission statement and identifies 5-7 high-level goals that will guide the University in planning and making decisions around global operations over the next (up to) 10 years. The mission and goals should address Northwestern’s strategy for global impact and reach across its research, education, and community building agendas.

- Outlines the parameters for an initial 3-5 year plan that would guide the University in enacting this vision by integrating existing global operations and providing rich platforms for future expansion. This plan should consider specific types of potential strategic investment, including for example:
  1. Options for integrating global engagement with the undergraduate and graduate student experience so that a global experience becomes part of every Northwestern student’s experience.
  2. Recommendations for the design and launch of several signature research and educational initiatives and/or partnerships that would distinguish Northwestern’s approach, potentially including a small number of institutional and interdisciplinary collaborations with world-class partners, separate from and in addition to unit-specific programs.
  3. The identification of key locations and/or facilities that would catalyze global engagement through faculty collaborations, student programming, admissions efforts, and/or alumni relations and development activities.

- Outlines an organizational structure for integrating existing global activities in the schools, institutes, centers, and departments with activities that are already centralized, as well as the planned expansion of the Buffett Institute. Key areas to address would include:
  1. Administrative and financial operations, ensuring that appropriate administrative and financial support are readily available in areas of human resources, information technology, facilities, tax, banking, legal, and safety.
  2. Alumni relations and development, enabling regional alumni relations and development activities that capitalize on the strength of our faculty and students and emphasize our presence and commitment.
  3. International office and related functions, facilitating the exchange of faculty and students through visa and related services, and potentially academic and counseling support.
  4. A leadership structure that would strengthen institutional vision, cohesion, and performance accountability for global engagement.
TASK FORCE OUTREACH IN PHASE 1

We thank those who have already participated in focus groups and other conversations with task force members during Phase 1 of our work. Conversations with the Northwestern community are critical to the process of defining a strong global vision and we value your ideas.

In drafting a global vision framework and gathering information about current activities across the university, Task Force members have received input from over 150 faculty, staff, senior leadership, and trustees, through facilitated focus groups and one-on-one and small group discussions.

Those who have contributed to the Task Force’s work represent all twelve schools at Northwestern and the following centers, institutes, and administrative units:

- Administration and Planning
- Buffett Institute for Global Studies
- Global Safety and Security
- International Office
- International Program Development
- International Research Partnerships
- Northwestern University Libraries
- Office of the Provost
- Office of Study Abroad
- Office for Research

As we continue the work of the task force in generating ambitious ideas and developing recommendations, we look forward to continued engagement with all members of the university community. Plans for more small group faculty input sessions are already in-process. In addition, plans are underway to facilitate sessions with staff, through Northwestern’s Staff Advisory Council (NUSAC), undergraduates, and graduate and professional students.

If you have any questions or suggestions for the task force, please contact any of us at the email addresses listed on the following page.
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