



UNIVERSITY OF
NOTRE DAME



THE KELLOGG INSTITUTE FOR INTERNATIONAL STUDIES



STRATEGIC PLAN
2011—2016

MAY 2011





OVERVIEW

The Kellogg Institute for International Studies at the University of Notre Dame is considered among the most visible and prestigious centers for the study of international issues and especially Latin America in the United States. For nearly three decades, Kellogg Institute faculty and visiting fellows have helped set the research agenda on themes related to democratization and have had a significant influence on the policy-making world.

Over this past year, the Institute has engaged key stakeholders to develop a five-year strategic plan, as well as to think ambitiously about the impact that we might have at Notre Dame and in the world over the next decade and beyond. With the Institute poised to celebrate its 30th anniversary in 2012, we aim to redefine where Kellogg might make significant contributions, without diluting its core strengths and identity.

In this strategic plan, Kellogg places the themes of **democracy and human development** at the center of its work. While building on geographic strengths in Latin America and increasingly in Africa, this framing allows Kellogg to engage energetically in these themes across the globe, particularly in the developing world. Our primary ambition is to promote research, teaching, and linkages related to democracy and human development more than to specialize in specific parts of the world.

Notre Dame aspires to be among the world's preeminent research universities, with ever-increasing international reach, while remaining true to its Catholic character. The Kellogg Institute aims to link our aspirations to the University's broader goals in research, education, and internationalization. The plan is structured around **three paramount goals** for the next five years:

I. Promoting *research* excellence on critical global challenges, and in particular on democracy and human development.

- We aspire to maintain and enhance a position of international research preeminence in democracy studies and Latin American politics and history, achieve one of international standing in the field of human development, and make international studies a signature strength at Notre Dame.

II. Providing exceptional educational opportunities for Notre Dame *students*.

- We aim to help train graduate students as the next generation of scholars and to prepare undergraduates to undertake research on international themes and to be engaged citizens in an increasingly globalized world.

III. Building *linkages* to support the University's strategic goals on internationalization.

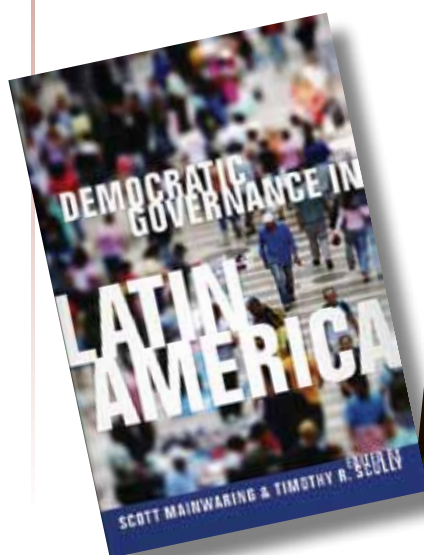
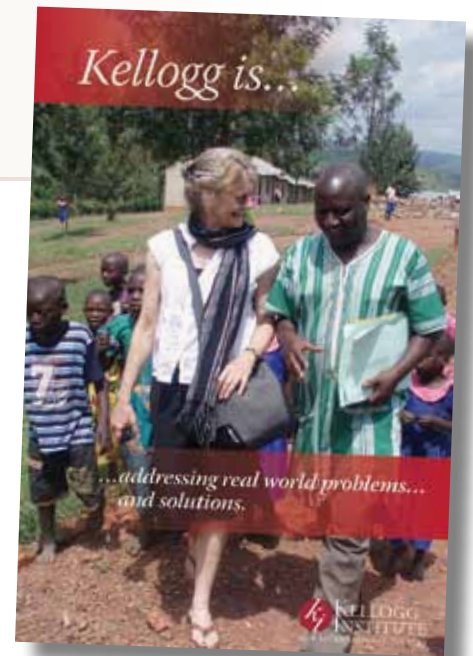
- We plan to create more effective linkages across units of Notre Dame and partnerships beyond our campus, especially in key thematic areas of democratization and human development, with the goal of helping the University achieve its objectives of internationalization.

Most centers for international studies serve faculty and students in many ways without trying to develop signature areas of excellence. In contrast, Kellogg has long followed a strategy of identifying a few themes of exceptional importance to our world. Going forward, we aim to integrate the five themes that have long been central to the Institute—democratization and the quality of democracy, growth and development, public policies for social justice, civil society and social movements, and religion and society—by placing democracy and human development at the center of our efforts.

Democracy and human development—the twin aspirations of effective political participation and improved human welfare—are two of the most critical and challenging issues facing humanity in the 21st century. These two themes resonate with the normative questions that inspire our Catholic university and both have long been central themes in the Church's teachings about human dignity. We propose ambitious plans for working with departments and schools to hire new faculty in these key thematic areas and are also exploring the creation of a new master's program in international development studies.

We want to achieve or maintain excellence in the thematic areas of democracy and human development while also recognizing that Kellogg must help support a wide range of faculty and student initiatives on the international front. We also envision exciting opportunities for collaboration with the Kroc Institute for International Peace Studies, especially in the intersection of religion, peace, democracy, and development.

In the development of this plan over the past 14 months, we have consulted broadly with a wide range of Notre Dame faculty and leadership, the Kellogg Faculty Committee and Advisory Board, Kellogg staff and students, and outside experts. This document discusses where we are today, our goals, and how we hope to accomplish them. Although we focus on a five-year period, we do so in the broader context of our longer-term aspirations, well beyond a five-year time frame. A separate document highlights in more detail the specific actions that the Kellogg Institute will take toward achieving the goals outlined in the strategic plan, as well as the metrics that will be used to measure our progress toward those goals.





RESEARCH

GOAL I: PROMOTING RESEARCH EXCELLENCE

The Kellogg Institute is committed to scholarly excellence and to value-driven research that addresses critical challenges around the world. A strong faculty is the key to achieving research excellence. Working closely with academic departments, Kellogg is making major investments in faculty positions to bring stellar scholars of democracy, human development, and international studies to Notre Dame. Through memoranda of understanding with the departments of economics, political science, history, sociology, and anthropology, we are attracting some of the most talented scholars on the market. **We have three primary objectives related to research excellence for the next five years:**

Objective 1. Enhance our international reputation for excellence in democracy studies in the developing world, as well as in Latin American politics and history.

Democracy Studies

Kellogg's signature research theme has been the study of democracy. We are deeply committed to maintaining and enhancing our interdisciplinary excellence in this area.

With a particular strength in the study of democratization in Latin America, the Institute also has depth in democracy studies in other regions, including the Iberian Peninsula, the post-Soviet world, and Africa. The broad umbrella of democracy studies includes research on the founding, institutionalization, and quality of democratic regimes; on conditions that enhance democratic governability and accountability; on human rights and the rule of law; on public policies for social justice; on religion and politics; on civil society and social movements; on citizen participation and the role of indigenous languages in the issue of participation; and on democracy's past and legacy.

Reputations for research excellence stem first and foremost from the quality of the faculty. Following the retirement of Kellogg's founding director and internationally known democratization scholar Guillermo O'Donnell, we are recruiting new faculty to maintain our often overlapping niches of distinction in democratization studies and Latin American politics.

Latin American Politics and History

Since Kellogg's founding, the study of Latin American politics has been at the center of much of what we do. Perhaps no region of the world is as important to the United States today in economic, political, and cultural terms. Notre Dame has deep historical ties in many countries in the region, which has a majority of the world's Catholics. The Institute is known for its work on Latin American politics, with particular strengths on transitions to democracy, party systems, institutions, and state building, and we are committed to enhancing that preeminence.

More recently, Kellogg has been instrumental in Notre Dame's becoming known for excellence in Latin American history. With noted scholars Sabine MacCormack and Ted Beatty already on the faculty, we worked with the History Department to fund two more Latin America specialists. Notre Dame is one of a relatively small number of universities where four faculty members teach Latin American history, and there is an offer out to a fifth member.

Over the next five years, there are exciting opportunities to build on these advances:

- We propose to maintain our position of excellence in democracy and in Latin American politics, and hope to hire three more specialists in Latin American politics. Future searches may include other regional specializations related to democracy studies.
- We are committed to sustaining and expanding our strengths in Latin American history.
- We will continue to collaborate actively with the University to build studies on Asia, and to support work in the social sciences on Europe and the post-Soviet region.
- We hope to add a minimum of five more faculty positions related to democracy and human development, in addition to the positions listed above.

Objective 2. Expand significantly our work and achieve international visibility in research on human development, with a special focus on Africa and Latin America.

Human Development

There is broad support for Kellogg to work toward achieving greater visibility on human development. Resonating with **Notre Dame's Catholic mission**, this theme connects to recent initiatives and opportunities at the University, and links naturally to Kellogg's work on democracy.

Research on human development builds on a long-standing Kellogg research theme and the entrepreneurial work of the Institute's **Ford Family Program in Human Development Studies and Solidarity**. As we conceptualize it, "human development" focuses on understanding and promoting the conditions that allow people to participate in shaping their own futures, while living in dignity and freedom.

In placing greater emphasis on human development, we have focused geographically first on Africa. We aspire to do both agenda-setting research and make a substantive contribution to development in the region. Africa faces some of the world's most pressing development challenges. Furthermore, with the world's fastest growing Catholic population, Africa is predicted to have one-sixth of the world's Catholics by 2025. In the next generation, the Roman Catholic Church will be transformed into an increasingly African and Latin American church.

Notre Dame has an opportunity to contribute to a better understanding of human development, and Kellogg wants to be at the center of those efforts. Kellogg is uniquely situated to bring together expertise at the University and foster work related to human development themes such as economic growth and development, development evaluation, social policy, and global health and education.

Over the past few years, two related processes have brought new faculty with development expertise into the Kellogg community. The first is the growth of the Institute's Ford Program, which promotes interdisciplinary research, teaching, and community engagement on human development. The second is the Institute's partnering with the Department of Economics to hire a cadre of economists who study growth and development, with particular attention to problems of the developing world.

Our strategy to achieve research excellence in human development involves hiring new faculty as well as **creating stronger incentives for research and project collaboration**. The Kellogg Institute and Kroc Institute for International Peace Studies envision a strategic collaboration to spearhead new initiatives, especially related to research and education at the **intersection of religion, peace, democracy, and development**. Such collaboration has the potential to promote interdisciplinary work across our international institutes, studying and confronting real-world problems that transcend disciplinary boundaries. No other major research university is examining the potential and actual relationships between conflict, development, democracy, and peace building in a globalized context—much less with an eye to including critical but often overlooked religious actors and institutions in the analysis.

In the next five years, we aspire to build on our recent striking gains in research and teaching expertise in human development:

- After funding a development specialist in anthropology in 2010, the Ford Program will fund a second position in political science in fall 2011.
- Kellogg will fund two new faculty in sociology (both hires specialize in development in Africa) in fall 2011. Furthermore, the history department hired an Africa specialist who spent the 2010–11 academic year as a Kellogg visiting fellow.
- Building on the recent hires of three economists who specialize in development, we are currently working with the department to fill another position in development economics. New hires in trade and intellectual property also reinforce earlier work by our fellows on the process of globalization.
- Beyond this first wave of hires, we need to invest in new faculty positions to continue our progress in putting Notre Dame on the map, likely targeting specific fields under the broader theme of “human development.”
- We will bring together current Kellogg, Ford, Kroc, Law, and other faculty to lead on themes central to Notre Dame's mission that link religion, peace, democracy, and development.

Objective 3. Support diverse faculty research interests to advance Notre Dame's goal of making research in international studies a signature strength.

International Studies

In addition to Kellogg's research focus on democracy and human development, the Institute serves as a nexus for international studies more generally. Our efforts support key University priorities to “make research in international studies a signature strength” at Notre Dame. To its faculty fellows—and other Notre Dame scholars—Kellogg offers a variety of research support, the stimulation of an interdisciplinary roster of speakers, and the opportunity to share thinking on key topics in working groups. Most importantly, the Institute offers faculty the opportunity to be part of a broad, vibrant, interdisciplinary community of scholars who study international issues.

From its inception, the Institute has drawn together experts on Latin America beyond the social sciences, providing a rich context for the study of the region. Many scholars of Europe, Asia, and Africa have also found Kellogg to be a supportive community.

In addition to democracy and development, Kellogg faculty fellows work on an array of international themes—including religion and society, globalization, ethnicity, and culture—across a range of departments. It is critical that we continue to effectively support the diverse research of all our fellows.

A crosscutting goal for the Institute is helping to build a **community of scholars**, bringing together fellows, visiting fellows, graduate students, undergraduates, and invited guests to generate dialogue and collaboration on Institute themes. We employ many mechanisms to build this community, including supporting individual and collaborative research, academic conferences and workshops, a biweekly seminar and lecture series, working groups, and a wide variety of opportunities for informal interaction aimed at promoting research.

In addition to its support of individual research, Kellogg encourages **larger collaborative projects on democratization and human development**. In 2010, Kellogg awarded its first major collaborative grant to Faculty Fellow Michael Coppedge who, with 12 international collaborators, aims to create the world's most sophisticated and comprehensive democracy indicators for use by researchers and policy makers. The project will make Kellogg the international reference for data on measuring democracy. Kellogg seed funding and active staff support are essential in helping raise the project's multimillion dollar budget from outside sources.

The Kellogg Institute's **Visiting Fellows Program**—one of the country's best funded and most competitive programs of its kind—has helped build our research reputation, in democratization studies in particular. Visiting fellows contribute in important ways to the Institute's research production. Those in residence for a full academic year teach for one semester, thus contributing to the educational mission as well. Many continue to collaborate with Notre Dame faculty and help build bridges to their home institutions. Some are selected for their potential to connect scholarship with public policy.

There are great opportunities to help make international studies a signature strength at Notre Dame over the next five years:

- We plan to expand our strategic investments in collaborative projects (such as the Measuring Democracy Project) to energize faculty to initiate projects that can have a lasting impact on research and the world.
- We will work with faculty fellows to organize at least one major international research conference each year on a core Kellogg theme.
- We aim to continue to attract the best visiting fellows in democracy studies and Latin American politics, and to begin to attract more outstanding visiting fellows in human development studies.
- We aim to strike a balance between investing resources for research excellence on democracy and human development and supporting the broader international research agendas of a wider community of Kellogg and Notre Dame scholars.
- We seek to create a Visiting Chair in Public Policy and to offer at least one visiting fellow position a year to a practitioner from outside academia to engender dialogue between high-level scholarship and public policy.



STUDENTS

GOAL II: BUILDING EXCEPTIONAL INTERNATIONAL OPPORTUNITIES FOR STUDENTS

Through our programs for graduate and undergraduate students, we aim to encourage more Notre Dame students to become leaders in research, immerse themselves deeply in other languages and cultures, and develop global competencies to engage in and contribute to an increasingly complex and interconnected world.

Graduate Student Programs: Preparing the Next Generation of Scholars

Our objectives for graduate students parallel our aspirations for our faculty and visiting fellows: attract the best, build a community of scholars, and promote research excellence, especially related to our research themes.

Over the next five years, we plan to:

Objective 1. Attract the best graduate students to Notre Dame and enhance opportunities for the next generation of scholars to conduct original, high-quality research on international themes.

We want to make it possible for excellent graduate students to come to Notre Dame and flourish here. For a generation, Kellogg has helped to attract and develop outstanding PhD students in Latin American politics. Former students now have tenured positions at Oxford, University of Texas at Austin, and Pittsburgh, as well as at the most prestigious universities in Latin America.

Our support of graduate students starts before they decide to come to Notre Dame and continues throughout their training and beyond. Our Kellogg PhD fellowships and generous research funding complement excellent professors and the supportive Kellogg community. Kellogg's PhD Fellowship Program provides five years of supplemental financial support to outstanding new graduate students. We also support grants for dissertation work and seed money for research, as well as multiple contacts for research funding beyond the Institute.

- We are expanding efforts to fund the best candidates to visit Notre Dame during the recruitment season and utilizing our PhD Fellowships to contribute to securing their acceptance.
- We aspire to replicate our success in Latin American politics in the Latin American history program.
- We also work to make Kellogg a community where graduate students feel welcome, interacting with faculty, staff, visitors, and other students to share their research interests, and to make their time at Notre Dame the most professionally and personally productive.

Objective 2. Explore the development of a master's program in international development studies.

While Kellogg directs an undergraduate minor in Latin American studies and a new minor in international development studies, the Institute has never offered its own master's programs. With Kellogg's growing emphasis on human development, the arrival of new faculty in multiple fields related to development, and possibilities for collaboration across the University, a new master's program could take advantage of these assets and raise the profile of the University's work on development.

- Within one year, create an advisory committee to analyze peer programs in international development studies, determine a potential niche that Notre Dame could fill in this field, and explore the feasibility of starting a master's degree program in development studies within the next three years.
- Bring together Notre Dame's unique resources, including the Kroc Institute, the Law School's Center for Civil and Human Rights, the Mendoza College of Business, and the Eck Institute for Global Health to explore these opportunities.

Undergraduate Programs: Promoting Student Research and Global Citizenship

Building on a decade of expansion in our undergraduate programs, Kellogg aspires to be a model at Notre Dame and other universities desiring to provide exceptional international opportunities for undergraduates to engage in research and promote global citizenship. **Over the next five years, we propose to:**

Objective 1. Increase opportunities for undergraduates to engage in original, high-quality research on international themes and present their research.

With multiple ways for motivated undergraduates to undertake original international research, we attract some of Notre Dame's best students to Kellogg programs.

The **International Scholars Program (ISP)** is our flagship, unique among US top 20 universities in its combination of international research focus, multiyear linkages with faculty, and support for international opportunities. "International Scholars" learn how to undertake scholarly research as faculty assistants, embark on primary research in the developing world with Kellogg funding, and write senior theses.

Kellogg/Kroc Undergraduate Research Grants are a collaborative effort between Kellogg and the Kroc Institute for International Peace Studies. The two institutes jointly fund students to undertake independent research in the developing world.

Kellogg is a key player in Notre Dame's efforts to increase both the number of national fellowships won by undergraduates and the percentage who pursue PhDs, both areas where the University has long lagged behind peers. Recognized for its excellence by the University, advising by Kellogg staff is a critical part of this effort.

OPPORTUNITIES FOR STUDENTS

Two interdisciplinary minors allow the Institute to engage students in international studies, promote original research, mentor students interested in the field, and increase curricular development and innovation that widely benefits the University. The **International Development Studies (IDS)** minor was launched in fall 2010 with 13 students representing all University colleges. The minor's innovative capstone course culminates in a senior essay based on overseas field research. The **Latin American Studies Program (LASP)** is an undergraduate minor with the potential to contribute to the formation of a vibrant intellectual community for Latin Americanists from all parts of the University.

Over the next five years, we propose to enhance national and campus visibility of our student programs, deepen faculty engagement, and expand opportunities for students while maintaining quality:

- We plan to promote undergraduate international research among students in all colleges. Among Arts and Letters students participating in Kellogg research programs, our goal is that 80% will write a senior thesis or essay.
- We are expanding the tracking of student accomplishments and enhancing collaboration with the Center for Undergraduate Student Engagement (CUSE) to increase the number of Kellogg students who apply for national fellowships and graduate programs.
- In the next five years, we would like to double the number of IDS applicants, grow the number of courses available to students (contingent on new faculty), and evaluate and improve this new program as it evolves.
- We aspire to enrich the campus community of faculty and students, both graduate and undergraduate, who are interested in Latin America through faculty hires as well as LASP educational and cultural events.



Objective 2. Engage undergraduates in the world and promote global citizenship.

In addition to its research-oriented programs, the Institute has developed an array of programs that allow undergraduates to develop global citizenship skills by experiencing the developing world through internship opportunities and language programs.

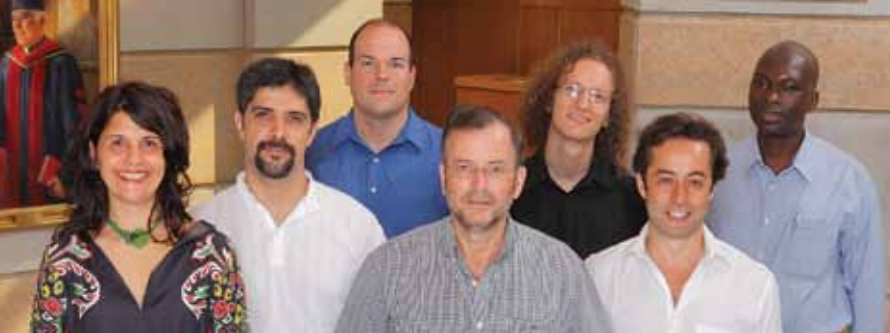
Summer Internships, Experiencing the World (ETW) Fellowships, and Quechua Fellowships give students the opportunity to study language, come to know another culture, and, in some cases, undertake research. For students to fully appreciate and learn from their international experiences, high-quality orientation and reentry programming that focuses on language, host country knowledge, and integration of the experience into the academic program is vital.

Given the increasing interest of students and the University's focus on research and internationalization, demand for these programs will continue to grow. In summer 2000, there were just 9 students in the Summer Internship Program while in 2011 we project that we will fund up to 40 interns. While many Notre Dame internships are service-oriented, most of ours are more academically oriented, linking students' majors and minors to their internship responsibilities. Kellogg carefully selects host organizations in Latin America, Africa, and Asia, and prepares students for their international experiences and campus reentry.

Kellogg also works to expand curricular offerings on courses with international content, support language study, and create new opportunities for undergraduates in areas of the world where students, the Institute, and the University have growing interests. We brought in external funding to create Notre Dame's first Brazil exchange/study abroad program (FIPSE) and to send students to Korea for language study (UISFL) in support of the new Korean studies program.

Over the next five years, we want to both expand opportunities for Kellogg-affiliated students, while engaging all Notre Dame students interested in international research, experience, or study:

- We aim to increase the number and quality of students applying for and receiving ETW and Quechua fellowships.
- Given the high demand, we want to continue expanding the Summer Internship Program into parts of the world where campus programming and student demand are burgeoning, such as China, India, and the Middle East.
- In partnership with the Center for the Study of Languages and Cultures, we are expanding opportunities for Kellogg students to develop language skills before and after their international travel.
- We are exploring a campus-wide orientation model for all students funded by the University for summer abroad experience, enhancing Kellogg-led reentry programs, and working closely with faculty to help students integrate their international experiences into the classroom, as well as into their own personal and professional development.



LINKAGES

GOAL III: BUILDING LINKAGES

Kellogg's commitment to addressing the complex challenges of democracy and human development requires collaboration with partners around the University and across the globe. As a major interdisciplinary institute on campus, we have the capacity, working closely with the new vice president for internationalization, to help spearhead efforts to further internationalize the University. **We have three primary objectives: building bridges across the University, forging strategic partnerships, and engaging in public policy debates over the next five years:**

Objective 1. Build bridges across the University on core themes and collaborate on campus-wide initiatives supporting Notre Dame's internationalization goals.

Kellogg's commitment to scholarly excellence and the enhancement of student learning requires collaboration. Working to advance the University's goal of internationalization, we aspire to be an ever more productive and active resource center for those interested in democracy, human development, and other international concerns. Our partnerships with the social sciences and history in the College of Arts and Letters are deep and ongoing. However, this is not all we are. Of the 80 Kellogg faculty fellows, 13 are from outside Arts and Letters, and we have strong relationships with many centers on campus.

Over the next five years, we plan to enhance our cross-college collaborations:

- College of Business—We will work to fund research and develop external grant proposals and programs with the Gigot Center for Entrepreneurial Studies, the Institute for Ethical Business Worldwide, and Business on the Frontlines.
- Law School—We want to maintain a longstanding relationship with the Center for Civil and Human Rights (CCHR), resulting most recently in an interdisciplinary Kellogg working group on human rights, and develop a collaboration with the new Program on Law and Human Development.
- College of Science—We want to deepen our nascent collaboration with the Eck Institute for Global Health faculty on projects related to health and human development. We are discussing overlapping faculty needs and possible joint hires, partnering to send students to research sites in developing areas, and working on an inter-college development studies curriculum.
- College of Engineering—We aim to increase discussions with the dean and several faculty in the college to develop collaborative research on development issues such as water, sustainable infrastructure development in Haiti, and evaluation of the effectiveness of development projects.

We also plan to advance ongoing collaborations with centers and institutes, such as:

- The Kroc Institute and Kellogg Institute share many common interests. A proposed collaboration on "Religion, Faith, and Human Development" is a natural area of overlap.

- The Institute for Latino Studies and Kellogg are exploring ways to build on multiple collaborations related to migration and Mexico.
- The Nanovic Institute and Kellogg have collaborated on interests related to Europe and are discussing opportunities for further partnerships.
- The Center for Asian Studies and Kellogg have worked together over several years to strengthen the study of Asia at Notre Dame with funding jointly secured from the US Department of Education, providing a strong foundation on which the University's new endowment for an Institute for Asia and Asian Studies can build.
- The Center for the Study of Languages and Cultures and Kellogg have collaborated to secure US Department of State funding to create a pilot program aimed at recruiting international undergraduates to Notre Dame and preparing international graduate students to succeed in their academic and teaching careers.

While Kellogg clearly recognizes its leadership role in some areas, particularly related to Latin America and increasingly to human development, in others we will work to develop regional expertise by attracting resources or incubating programs or centers, as we have successfully done in the case of the Asian studies.

Through our **International Outreach Program**, we are “bringing the world” to local schools and helping the University achieve its goal of **strengthening relationships with the local community**. Working with area teachers to incorporate international content into their courses, the program also enables Notre Dame students to share their international experiences in local K–12 classrooms. **In the next five years:**

- The Outreach Program aspires to build collaboration with other Notre Dame units working with local schools and increase the number of local students benefiting from Kellogg outreach efforts on international issues.

Objective 2. Forge strategic partnerships, taking advantage of special geographical opportunities, as well as reaching out locally, nationally, and internationally.

Kellogg can take a leadership role in helping the University achieve its goal of engaging in the world in a more dynamic way by conceptualizing and helping to implement innovative models that serve the University's core mission. **Going forward, we will advance collaborations such as these:**

- With faculty from across the University, we are exploring strategic connections with key partners such as the **Congregation of Holy Cross** to further research and applied work in the developing world.
- We plan to continue conversations with **Catholic Relief Services (CRS)** about a partnership to study effective development interventions worldwide.

We are also developing a range of partnership models illustrative of the kind of Institute initiatives possible with faculty leadership:

- In **East Africa**, through the Ford Program, we work with local universities and communities in an integrated approach to study and advance human development. We plan to deepen our community engagement partnership with Uganda Martyrs University, the country's premier Catholic university, as well as explore new research and development initiatives with the Holy Cross Parish in Dandora, a section of Nairobi, Kenya, and with the Catholic University of Eastern Africa.
- In **Mexico**, thanks to the generous support of Kellogg advisory board member Roberto Garza and Notre Dame's longstanding relationships there, we have a unique opportunity to build on strategic partnerships and develop new ones. Kellogg's Mexico Initiative marks a new phase in fostering intellectual and cultural exchange to promote academic and public understanding of Mexico by increasing support for student and faculty research, visiting fellows, conferences, and high-profile speakers on key Mexican concerns.

In addition to these Kellogg initiatives, we are supporting University-wide efforts that illustrate the role Kellogg might play in the future when Notre Dame engages with important international issues:

- **Chile** is an excellent example of what a specific focus can achieve. Kellogg, the Graduate School, and the Institute for Educational Initiatives, among others, are helping Notre Dame create an office in Chile to expand opportunities for Notre Dame faculty and students to do independent and collaborative research, undertake internships, and study in Chile.
- In **Haiti**, the devastating 2010 earthquake provided new impetus for Notre Dame's work on the island. With its connections across the University, a Kellogg-supported Haiti Working Group, and close relationship with the University's flagship Haiti Program (working to eliminate the disease lymphatic filariasis in Haiti since 1994), Kellogg can help gather and share information on initiatives across the University and help communicate Notre Dame's institutional commitment to the wider world, as well as build on faculty areas of interest such as health, education, and sustainable housing.

Objective 3. Engage faculty research with public policy debates on key international issues.

Kellogg continues to develop ways to enhance its public policy impact without diluting its core academic mission. "Democratic Governance in Latin America," a major research project that also has had a significant public policy impact, illustrates the model to which we aspire. In 2005, Kellogg brought together well-known social scientists, practitioners, and policy makers with the aim of identifying policy recommendations for more effective governance, a major challenge facing Latin American democracies.

The results of this wide-ranging, interdisciplinary research project were published as *Democratic Governance in Latin America* (Stanford University Press, 2010). The book contributes to the scholarly literature and also has practical importance and policy relevance. To disseminate the findings more broadly to policy audiences, we cohosted a book launch and policy workshop in Washington, DC in November 2010 in collaboration with the Organization of American States and the Inter-American Dialogue. **Using this model:**

- We aim to connect Kellogg fellows' scholarly work with the policy world.

RESOURCES REQUIRED FOR THE KELLOGG INSTITUTE STRATEGIC PLAN 2011—2016

To realize these ambitious goals, we need an equally ambitious plan to raise new funds. Our funding priorities include creating new faculty positions, endowing the Kellogg Institute director position, and acquiring space for Institute expansion. Other important funding initiatives include endowing the International Scholars Program, supporting programmatic initiatives, and creating a new Visiting Chair in Public Policy.

Supporting five new faculty positions related to democracy and human development: A strong faculty is the core to achieving all of our goals—building research excellence, expanding international educational opportunities for students, and building linkages around the world. Creating five new faculty positions in core Kellogg thematic areas will be transformative for Kellogg and the University. We are working closely with the Provost, deans, and department chairs to identify and fill key faculty positions related to democracy and human development, with a special emphasis on Latin America and Africa.

Endowing the Kellogg director position: Most major institutes at Notre Dame have an endowment that supports the director's position. These resources ensure that the most talented individual can serve as director. Moreover, the current director holds a university chair that will go with him when he steps down, so we will need additional resources beyond those in our current budget to fill the director position.

Funding space for Institute expansion in the new social sciences building: Kellogg is currently at full capacity with its space in the Hesburgh Center. There is simply no room for new faculty, student programs, visiting fellows, or other initiatives. We have an opportunity to acquire space in a new social sciences building to be constructed next to the Hesburgh Center. By investing in space now, during the building's planning phase, Kellogg will have the space to grow and develop its programs in the future.

Endowing International Scholars Program, as well as additional graduate and undergraduate program support: Kellogg cultivates and challenges Notre Dame students to be leaders in an increasingly globalized world. There is greater demand for our flagship International Scholars Program, as well as for research support for both undergraduates and graduate students, than there are resources available. Endowments for Excellence can support these programs at different levels.

Providing programmatic support for initiatives related to democracy and human development, as well as for priority country initiatives: Support for programmatic initiatives will help ensure the development and expansion of research on Kellogg's core themes and help build linkages in countries and regions that are strategically important to Notre Dame. Examples include support for the Ford Family Program in Human Development Studies and Solidarity, the Chile program, Mexico initiatives, and work on Haiti, among others.

Creating a Visiting Chair in Public Policy: Kellogg has long worked to link policymakers and scholars on international issues. These efforts have had a significant impact on the social and political environment in other countries, and help us better understand the impact of US policy abroad. Investment in a visiting chair aimed at policymakers will help institutionalize the dialogue between high-level scholarship and public policy.

CONCLUSION

Notre Dame aspires to be not only an excellent national research university, but also a truly global one. The University is making a major institutional push to recruit talented faculty and students from around the world, foster institutional partnerships, and make even more visible its research on important policy issues. Kellogg plans to be at the forefront of those efforts, through its efforts to attract outstanding faculty and to support faculty research; to support the research of superb students and give them opportunities to build global leadership skills; and to build linkages across the University and around the globe in ways that promote Kellogg's and Notre Dame's strategic goals.



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