



## **Breaking Through 2017-2022 Center for Global Studies Strategic Plan**

### **Preamble**

The Center for Global Studies (CGS) is central to UW's drive to promote internationalization, scholarship, and community impact. With greater exposure to international issues students are better prepared for success in the complex global economy. CGS was formally launched in March 2014 following the two-year American Council on Education Internationalization Lab self-study, which prioritized international faculty development as a top priority in university planning. Since then, CGS has grown into an interdisciplinary research center known for its support of faculty and student international research projects, involving academic units from across campus and for innovative programming on campus and across the state. The Center's interdisciplinary, collaborative research approach and commitment to statewide engagement provides a model by which to build leadership, excellence, and depth in problem-oriented scholarship and creative activity that serves people in our communities, our state, the nation, and the world.

### **CGS Vision**

Bringing the world to Wyoming and Wyoming to the world by fostering internationally oriented, interdisciplinary studies through research, in-depth learning, and community service.

### **CGS Mission**

The Center for Global Studies brings a world of possibilities to UW and Wyoming. Focusing on evolving international challenges and their implications, whether across the globe or across the state, CGS supports students and faculty across all colleges and schools. By providing access to funding and expertise, the Center cultivates a collaborative learning community, which serves as a clearinghouse to enhance international competencies to prepare Wyoming students, communities, and businesses, to compete, engage, and succeed in the global economy. We will share what we have learned with outreach to communities throughout Wyoming.



## **The mission of CGS supports UW's values.**

- 1. Exploration and Discovery:** By fostering and communicating high quality research we support the core principle of scholarship.
- 2. Innovation and Application:** Through competitive research funding we inspire students and faculty to bring creative thinking to help solve problems our communities are facing.
- 3. Disciplinary and Interdisciplinary:** We reward disciplinary excellence while encouraging scholars to incorporate ideas from other paradigms.
- 4. Integrity and Responsibility:** Faculty and students we support give back through information sharing and are encouraged to be responsible and ethical researchers.
- 5. Diversity and Internationalization:** We help develop internationally-oriented research that fosters respect and innovative learning.
- 6. Engagement and Communication:** With active engagement and communication we share what we have learned and bring new perspectives on our complex world to our communities.

The strategic plan for the Center for Global Studies addresses each of the four goals articulated in UW's strategic plan *Breaking Through: 2017 – 2022*.

### **CGS Objectives with Reference to UW Goals and Objectives**

***UW Goal 1) Driving Excellence: Join together as an intellectual community already renowned for its regional, national, and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.***

Our mission supports the achievement of the following UW objectives:

- Build national reputation and stature through strategic initiatives
- Elevate expectations for research and creative activities
- Expand capacity of the Office of Research and Development
- Fully recognize the role of interdisciplinarity and integration in teaching, research, service and outreach in performance evaluations and tenure and promotion decisions
- Increase faculty and student participation in programs abroad

### **CGS Objective 1: Promote and strengthen international research opportunities and provide a forum for interdisciplinary collaboration to address local to global problems.**

Through a competitive process, seed money grants are awarded to UW faculty for projects that have potential for significant scholarly output and/or external funding. These awards encourage our faculty to participate in interdisciplinary research that has international dimensions and to connect with researchers across the globe, which increases the reach and visibility of UW. With workshops designed to promote research excellence in the international arena we help faculty to develop their research communities.



<b>Performance Indicators</b>	<b>Baseline 2017</b>	<b>1 year</b>	<b>2-3 years</b>	<b>3-5 years</b>
Number of faculty research grants and collaborative projects supported	8/year	Same	Increase by 25% (10/year)	Increase by 50% (12/year)
Monetary value of research grants awarded	\$32,000 (up to \$5,000/grant)	Same	Increase by 50% (\$48,000, up to \$5,000/grant)	Increase by 100% (\$64,000, up to \$6,000/grant)
On-campus faculty forums to share research outcomes	2/year	2/year	3/year	4/year
Conference papers and publications/exhibitions resulting from faculty research projects	14 papers/10 publications and exhibitions	Same	18/12	20/14
Promoting international research workshop series	Develop plan	Establish pilot program	1 workshop	Same

***UW Goal 2) Inspiring Students: Inspire students to pursue a productive, engaged, and fulfilling life, and prepare them to succeed in a sustainable global economy.***

Our mission supports the achievement of the following UW objectives:

- Enhance our relationship with Wyoming and regional high schools through visits and pre-college summer and academic opportunities on campus
- Provide high-impact learning experiences in research, creative activities, internationalization, internships, entrepreneurship, leadership and community service
- Expand and grow quality of undergraduate and graduate scholarly experiences

**CGS Objective 2: Facilitate student participation in international research and provide mentoring for communication of research outcomes.**

International research opportunities and internships engage our students in high quality scholarly experiences that support the development of well-rounded creative thinkers who are better prepared to engage with complex challenges. Our grants and associated mentorship help students to develop the skills required to succeed in a competitive world.



<b>Performance Indicators</b>	<b>Baseline 2017</b>	<b>1 year</b>	<b>2-3 years</b>	<b>3-5 years</b>
Number of student research/internship grants awarded	20/year	Same	Increase by 25% (25/year)	Increase by 50% (30/year)
Monetary value of research/internship grants awarded	\$40,000	Same	Increase by 25% (\$50,000)	Increase by 50% (\$60,000)
Mentorship workshops for student international projects and sharing of research outcomes	1	2	2	4
Conference papers, exhibitions or publications resulting from student research grants; competitive national fellowships/scholarships awarded (e.g., Fulbright awards)	9 papers/3 fellowships	Same	12 papers, exhibitions, and/or publications/4 fellowships	15 papers, exhibitions, and/or publications/5 fellowships

***UW Goal 3) Impacting Communities: Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.***

The CGS mission supports the achievement of the following UW objectives:

- Bring outreach, educational and cultural opportunities to the state
- Engage in a variety of strategies to establish contact with a greater number of alumni
- Establish an Office of Engagement and Outreach
- Engage alumni in student recruitment and mentoring

**CGS Objective 3: Engage the campus and statewide constituents with sponsored speakers on topics of international relevance.**

Bringing speakers that provide diverse perspectives on global issues is critical to improving the knowledge base of our communities and to promote future partnerships. Sponsored speakers encourage our constituents to become proactive in the global community, build relationships, and also showcase what UW has to offer to the world.

**CGS Objective 4: Foster research that builds collaboration inside and outside UW by connecting the campus community, the state, our nation and the rest of the world.**

We serve as a hub to build interdisciplinary, collaborative, and globally-relevant research. Our visibility in the international community is elevated through research projects that address contemporary challenges. Through working together with all colleges, schools and departments, we enhance



interdisciplinary learning on campus. We will work closely and cooperatively with UW units that share our vision of a greater international presence. We will continue to build partnerships with Wyoming communities to support learning throughout the State of Wyoming. By acting as a clearinghouse for international research we will collaborate closely with the Office of Research and Economic Development, Office of Global Engagement, and the Office of Engagement and Outreach.

<b>Performance Indicators</b>	<b>Baseline 2017</b>	<b>1 year</b>	<b>2-3 years</b>	<b>3-5 years</b>
Sponsored keynote events led by CGS	4	Same	Same	Same
Seminar series and roundtable events	4	4	Increase by 50% (6 events)	Same (6 events)
Annual statewide sponsored speaker series led by CGS	15	Same	Same	Same
Build alumni, corporate, community and professional networks	Beginning	Ongoing	Ongoing	Ongoing
Build professional partnerships with research centers, institutes, NGOs, agencies, around the US and the globe	Beginning	Ongoing	Ongoing	Ongoing
Build interdisciplinary research groups across colleges	Identify areas of focus	1	1	2
Establish clearinghouse of international expertise in collaboration with campus partners	Develop plan	Collect information on international projects	Update annually	Update annually

***UW Goal 4) A High Performing University. Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural, and marketing resources.***

The CGS mission supports the achievement of the following UW objectives:

- Increase the number of endowed faculty positions, including new types such as distinguished professorships, or state engagement professorships.
- Effectively communicate UW’s opportunities to prospective students, regional partners, national and global partners
- Launch a substantial and strategic major capital campaign
- Create and implement metric-based strategic plans for all university units



**CGS Objective 5: Invest in faculty development and increase access to funding opportunities while building campus collaborations and access to external networks.**

As part of wider UW initiatives, we will be at the forefront of efforts to build human capital, enhance faculty development, and increase collaborative research opportunities. Developing partnerships, creating external networks, and increasing the number of visiting fellows and excellence chairs enhances the mission of UW. We will work to strengthen our communication and marketing effectiveness to “tell our story” and increase available financial resources through external fundraising, grant writing, and partnerships.

<b>Performance Indicators</b>	<b>Baseline 2017</b>	<b>1 year</b>	<b>2-3 years</b>	<b>3-5 years</b>
Implement strategic marketing campaign	Begin planning process	Establish marketing campaign	Ongoing	Ongoing
Strategic plan to move fundraising events to fundraising proposals	2 proposals/year	2-4 proposals/year	2-4 proposals/year	2-5 proposals/year
Growth in center/partner endowments and expendable income fundraising	\$600,000 endowment/\$80,000 expendable funds	Ongoing	Ongoing	Build endowment to provide sustainable funding at 2017 programming levels (\$5 million)
Deployment and full utilization of social media as integral part of communication strategy	Underway	Ongoing	Ongoing	Ongoing
Visiting fellow/visiting faculty/post doc positions; Excellence Chair	1	1	2	2

**CGS Strategic Plan Development Process**

The CGS strategic planning process began in April 2017 through a collaborative effort by the Director and Associate Director with input from the internal faculty advisory committee, faculty fellows funded by the Center, and the external advisory board. Based on those comments, and final publication of *Breaking Through 2017-2022: A Strategic Plan for the University of Wyoming*, a second draft plan was completed in October 2017 for comment by the faculty advisory committee and faculty fellows. The plan was reviewed and approved by the external advisory board in November 2017. The final draft was completed in December 2017.

