Northwestern Global Strategic Plan
White Paper Series

The Northwestern global strategic planning process builds upon important campus-wide planning conversations about Northwestern’s global direction over the last ten years. For the current process, over 200 Northwestern University stakeholders have been engaged in conversations that will form the basis of the strategic plan:

• **Global Mapping Project (Fall 2018)** – Northwestern Buffett staff conducted a thorough analysis of the University’s current global programming and collaborations, working with partners in each of the schools to understand Northwestern’s global footprint.

• **Northwestern Strategic Plan Contact Groups and White Paper Series (Spring 2019 – Ongoing)** – The planning process is structured around a set of priority areas, which are addressed by committees of faculty, administration, student and alumni leaders:

  o Impactful Global Research
  o Strategic Global Partnerships
  o Multilingualism
  o Global Learning
  o Role of Northwestern Buffett
  o Infrastructure and Logistics
  o International Faculty, Students and Scholars
  o Role of Information Technologies
  o Alumni Engagement
  o Data Analytics
  o Global Reputation

The findings of these groups are defined in white papers drafted by the groups’ co-conveners. Key ideas from these groups and the white papers they author will be further synthesized into the Northwestern Global Strategic Plan and its implementation.

The full strategic plan will be shared with the Board of Trustees at its March 2020 meeting.

*Please direct comments about the Northwestern Global Strategic Plan and the preliminary findings as described in the White Paper Series to Meghan Ozaroski at m-ozaroski@northwestern.edu.*
Northwestern Global Strategic Plan White Paper Series:  
Role of Northwestern Buffett  
Draft – December 3, 2019

Key Questions:
- How can the Northwestern Buffett Institute for Global Affairs best support the University’s acceleration towards its global objectives?
- What is the relationship between Northwestern Buffett and the responsibilities of the Associate Provost for Global Affairs?

With Roberta Buffett Elliott’s transformative gift and the launch of the Roberta Buffett Institute for Global Affairs we now have an institutional platform for collaboration across disciplines and with peers around the world. We have an institutional home through which to attract and house the very best scholars in global affairs. Northwestern Buffett leverages the University’s unique strength by convening, catalyzing, and bringing strategic alignment to our globalization efforts, by serving as a secretariat for institutional partnerships, by providing our students with the very best opportunities in global learning, and by bringing together and housing Faculty Fellows from around the University and the world to address the greatest global challenges collaboratively.

Northwestern Buffett’s Mission is to accelerate the University’s global mission by fostering meaningful engagement across boundaries of all kinds.

Northwestern Buffett Vision
From its position within the Office of the Provost, Northwestern Buffett is the coordination point for university-level international programs and services. Its comprehensive scope fosters integrated strategies in support of student and faculty mobility, collaborative and cross-disciplinary research, the internationalization of teaching and learning, and the management of risk for Northwestern’s global travelers. By cultivating international partnerships with other global universities, amplifying Northwestern’s access to global resources and expertise, and building a global network of students, scholars, and practitioners across disciplines and industry sectors, Northwestern Buffett elevates Northwestern’s presence on the world stage and catalyzes the ideas that will define our time.

A locus for global activity—accelerating the University’s achievement of its global objectives
Northwestern Buffett pursues research, learning and engagement that is interdisciplinary, collaborative, transnational in scope, and that advances the United Nations Sustainable Development Goals (UN SDGs). In partnership with the University’s schools, institutes and centers, as well as regional and global partners, Northwestern Buffett works to amplify Northwestern’s engagement with the world—convening experts from across the campus and the world, advancing critical thinking on global issues, promoting dialogue on international affairs and issues of global significance and helping to prepare community-engaged global citizens. We help bring new and often underrepresented voices to the table, increasing the global diversity of stakeholders and ideas. Northwestern's Faculty Fellows and visiting researchers are a community of renowned scholars from across the disciplines, and inclusive of diverse, often underrepresented perspectives, who work collaboratively to address global problems.

Integrating globalization efforts at Northwestern
In its administrative capacity, Northwestern Buffett also works to lower the barriers to globalization across the University, and supports the alignment of Northwestern’s global initiatives so that efforts and
resources are better coordinated, and more impactful. University leaders have long called for a unified strategic vision for globalization at Northwestern, and for the consolidation of the University’s global units under a new Associate Provost. This vision came to fruition in 2018 when Provost Jonathan Holloway appointed Annelise Riles the Associate Provost for Global Affairs and Executive Director for Northwestern Buffett. This transition consolidated a number of units that had independently reported to the Office of the Provost and the Office for Research (including the former International Office, Study Abroad Office/Undergraduate Learning Abroad, and Office for Global Safety and Security) under Northwestern Buffett. Additionally, the Provost tasked the Associate Provost with leading Northwestern University’s Global Strategic Planning process, to bring over ten years of global strategic planning at Northwestern to a fruitful conclusion. All of this restructuring and integration is intended to create a point of coordination and convening for the University’s global strategy in order to foster alignment of other globalization efforts taking place in Northwestern’s schools and units under one defining vision.

**Our Faculty Fellows**
Northwestern Buffett houses exceptional scholars from across the disciplines as faculty fellows for both permanent joint research appointments or short-term research periods. Through its Faculty and Fellows workshop series, and through co-location in offices at the Institute, as well as through funded joint research, Northwestern Buffett fosters an interdisciplinary collaborative scholarly community dedicated to scholarly excellence and global social impact.

**Our Offices**
Northwestern Buffett is an integrated organization that supports Northwestern’s global agenda. This new organizational structure ensures that global research, global learning, and services for our international students, scholars, and faculty are strategically aligned. Like most units that are part of the Office of the Provost, Northwestern Buffett supports university-wide efforts by engaging the full range of university stakeholders.

- **Global Learning Office**
  The [Global Learning Office](#) (GLO) is an integrated resource for Northwestern students seeking global learning experiences. GLO offers programs abroad that challenge students to engage with difference, develop intellectually and emotionally, broaden their global perspectives, and expand their intercultural skills and understanding. GLO seeks to expand student access to a greater diversity of education abroad opportunities, continuing Northwestern’s commitment to rigorous and innovative academic programs while also expanding overseas internships and research opportunities and support for faculty members’ initiatives.

- **Office of Global Safety and Security**
  The [Office of Global Safety and Security](#) (OGSS) was established in October 2013 to support the health, safety, and security of Northwestern community members (undergraduates, graduate students, faculty and staff) traveling abroad under University sponsorship. The OGSS works in concert with other Northwestern units to implement an institution-wide approach to international risk management though risk identification/mitigation, educational programming, improved international insurance coverage/benefits, and standardized incident response.

- **Office of International Student and Scholar Services**
  The [Office of International Student and Scholar Services](#) (OISS) provides immigration support to the international community on campus, and aims to enrich the academic, research and cultural experience of Northwestern's international students, visitors, employees, and families. OISS achieves this by advising and supporting the University's international
community and advocating on behalf of the international community on campus, in the community, and with relevant government agencies.

- **Global Collaboration Team**
  Together with faculty, university leadership, and partner institutions, Northwestern Buffett is working to create a global alliance. This “alliance” of universities will stimulate and share in research, teaching, and global engagement to collaboratively respond to social challenges as defined by the UN SDGs. Working collaboratively, we seek to lower barriers to partnerships through consultation with institutions, effective program management, funding and working group support, and enhanced models of multilingual engagement with practitioners and scholars.

- **Research Team**
  The Research Team incubates and supports research across the disciplines—humanities, social sciences, business, law, STEM, and the arts—that addresses the greatest global challenges. We expand collaborations to include international scholars and experts from global civil society, policy worlds, industry, and the arts. We support interdisciplinary and global research in all phases, from idea incubation through action plans and impact, with a focus on advancing the UN SDGs.

- **Administration Team**
  Northwestern Buffett is actively working to lower barriers to global collaboration across all of Northwestern’s campuses and with university partners and alliance members around the world. The Administration Team plays a leadership role in coordinating with other campus units to lower administrative and financial barriers to global cooperation.

- **Communication and Outreach Team**
  Northwestern Buffett brings the university and the worlds of policy, markets and civil society together in a two-way dialogue and works to ensure that the fruits of Northwestern's research reaches next users around the world. The communication and outreach team sponsors events that bring global leaders to Northwestern and brings Northwestern researchers to the world. It communicates stories of collaboration, discovery, and global impact to global audiences. And it creates opportunities for community and alumni participation in Northwestern’s global mission.

**Our Affiliates**
Northwestern Buffett incorporates three key research and institutional collaboration programs:

- Equality Development and Globalization Studies (EDGS)
- French Interdisciplinary Group (FIG)
- Keyman Modern Turkish Studies Program

**Our Governance**

- **Northwestern Global Council**
  This group of senior leaders from each of Northwestern’s schools best positioned to represent on global programming and curricula is charged with defining key priorities for the globalization of the University, developing and implementing policies relating to internationalization, and with sharing information and coordinating initiatives among the schools.

- **Northwestern Buffett Faculty Advisory Council**
  The Faculty Advisory Council serves as the key mechanism for representing faculty in Northwestern Buffett decisions and activities. Members will serve as strategic thought partners for Northwestern Buffett leadership and ambassadors for our strategic goals.
• Northwestern Buffett Board of External Advisors (to be launched May 2020)
The Board of External Advisors provides advice to the Executive Director and advance the mission of the Institute by bringing visibility, expertise, and financial resources.

Our Key Collaborating Units
• Northwestern University Global Units and Units Reporting to the Office of the Provost
Northwestern Buffett is the coordination point for university-level international programs and services within the Office of the Provost. We recognize that globalization efforts are happening all across Northwestern University and in each of the schools. We have strong points of collaboration with each of the following units. In some cases, these units are represented in our governance and vice versa. We also share staff or have staff with dotted reporting lines with some of the following campus partners:
  o Northwestern’s 12 Schools, including Northwestern University in Qatar
  o Admissions
  o Alice Kaplan Institute for the Humanities
  o Alumni Relations and Development
  o English Language Program, The Graduate School
  o Financial Aid
  o Global Marketing and Communications
  o Global Poverty Research Lab
  o Institute for the Study of Islamic Thought in Africa (ISITA)
  o Mary and Leigh Block Museum of Art
  o Northwestern University Information Technology
  o Northwestern University Library, including the Herskovitz Library of African Studies
  o Office for Research
  o Office of Equity
  o Office of Fellowships
  o Office of Risk Management
  o Office of the Vice President for International Relations
  o Program of African Studies
  o Society of Fellows
  o Searle Center for Advancing Learning and Teaching
  o Weinberg College International Studies, Area Studies, and Language Studies Programs

In summary, the Northwestern Buffett Institute for Global Affairs supports the University’s acceleration towards its global objectives by acting as the engine for the Northwestern Global Strategic Plan. We do this by convening and connecting Northwestern’s global initiatives within the Office of the Provost, and by developing new opportunities for research, teaching, and collaboration through the Northwestern Global Alliance and in support of the United Nations Sustainable Development Goals.

Role of Northwestern Buffett Contact Group Information:
• Conveners: Northwestern Buffett Senior Staff Team
  o Lead: Annelise Riles—Associate Provost for Global Affairs and Executive Director of Northwestern Buffett
  o Klaus Weber—Deputy Director
  o Sara Tully—Interim Chief of Staff and Director, Global Learning Office
  o Julie Anne Friend—Director, Office of Global Safety and Security
  o Julie Petrie—Director, Global Collaboration
Theresa Johnson—Interim Director, Office of International Student and Scholar Services
Ariel Schwarz—Associate Director for Research
Liz Jackson—Executive Assistant to Annelise Riles
Meghan Ozaroski—Associate Director for Strategic Initiatives

- Contact Groups
  - Staff of the Northwestern Buffett Offices and Teams:
    - Global Learning
    - Global Safety and Security
    - International Student and Scholar Services
    - Global Collaboration
    - Research
    - Administration
  - Northwestern Buffett Faculty Advisory Council
  - Northwestern Global Council