



Report of the
Global Strategy Task Force

October 2016

Northwestern

BACKGROUND

The Global Strategy Task Force was convened by Provost Daniel Linzer in May 2015. Its charge was to explore new global opportunities and pathways now available to Northwestern University with the receipt of the transformational gift from Roberta Buffett Elliott and the many global partnerships, research and academic initiatives, and teaching investments already under way across the university.

The 12-person Task Force began its work in late May 2015, embarking on an 18-month process that has engaged nearly 500 faculty, students, staff, and alumni from around the University as well as many others from peer institutions. In this report, we review our recommendations.

As a preamble to presenting our recommendations, we want to observe and emphasize that an abundance of good work is happening at Northwestern in global initiatives, coursework, research, partnerships, study abroad, etc. The Task Force findings are meant to integrate and improve, not supplant, existing global undertakings. Our goal is to provide a framework through which the University can articulate and pursue an ambitious set of institutional goals that will increase our global connectivity and impact.

Summary of Key Findings

To guide our work, the Task Force articulated a **Global Vision for 2020**:

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, students, and staff to lead and to learn from global advancements in research and teaching critical to human development and understanding.

The Task Force identified three **guiding principles** for how we enact our vision.

1. An *ambitious intellectual agenda*, not an economic one, must drive Northwestern's global investments. Northwestern should hire new faculty and staff, open new facilities, and initiate new dialogues and collaborations to the extent that it has a clear and compelling intellectual mission guiding each decision.
2. Northwestern must *focus on excellence* to gain greater prominence in the world's leading innovation and idea networks, by identifying and investing deeply in select areas of strength and impact.
3. Being global requires a *bi-directional orientation*. Northwestern must, with equal focus and vigor, expand its outward horizons while integrating global perspectives into the rich intellectual life of its US campuses and activities.

In the pursuit of these goals, the Task Force recommends that the University undertake the following specific **action steps**:

1. *Identification of global themes* that the University will invest in so as to provide the intellectual breadth and grounding needed to drive our global investments in a thoughtful and cohesive manner.
2. *Development of a global site framework* for launching up to three new physical locations over the next five years as well as a plan to integrate existing sites outside Illinois (i.e., Miami, New York, Qatar, San Francisco, and Washington, DC) within a broader investment strategy and framework.

3. *Creation of “Northwestern | Global”* to oversee excellence and accountability in the execution of Northwestern’s global strategy.
- Oversee implementation of our global strategy and a continued and consistent communications plan around that strategy, including managing Northwestern’s portfolio of global partnerships, global activities at all Northwestern sites outside Illinois, and the strategic integration of Northwestern’s undergraduate study abroad offerings.
 - Develop a one-stop office to provide faculty, staff, and students with answers to questions and institutional support for both inbound and outbound global travel, research, and study. This work should also be undertaken in concert with an analysis being considered by the Office of Change Management on the integration of undergraduate study abroad programs.
 - Assemble and convene a global cross-Northwestern integration team that addresses key operating issues related to travel, risk management, marketing and branding, alumni, digital information services, and other issues.

Other Notable Issues

The Task Force identified other notable issues that are critical for the University to address in developing and implementing an ambitious and effective global strategy.

Increasing cross-University communication and strategic alignment on global undertakings at all levels. Northwestern's new global strategy is meant to support and integrate, not supplant, existing activities and initiatives at schools, centers, and institutes. However, in this next phase, greater communication around and integration of these activities will be essential to enhance Northwestern's overall global impact. The Task Force recommends that various units' global projects be asked to report at some regular interval on their stated mission, connection to the University's strategic plan, operating parameters, financial model, and measures of success.

Greater clarity around different global roles at the University core. It will be imperative that the University clearly define, communicate, and reinforce global roles at the university level, including the intersections and connections among the Buffett Institute, Northwestern | Global, the Office of the Vice President for International Relations, and Northwestern's overarching global strategy.

Aligning faculty planning with our global strategy. Faculty recruitment and retention plans at the school level should begin to reflect these global themes, among other factors. The opportunity to recruit and retain scholars who contribute to the advancement of these themes should be a factor in funding and other decision making by the Office of the Provost.

Importance of strengthening language and cultural studies. The University must commit to language education and competency at multiple levels by defining a bold strategy that calls for enhancing and maintaining a high-quality portfolio of language and culture programs critical to an effective global presence. This includes addressing structural issues that hinder language training while emphasizing that research, teaching, learning, and service should not be constrained by enrollment and that such programs should be closely aligned with the global strategy.

Enhancing our global reputation and visibility. Northwestern has a significant opportunity to raise its overall visibility and strengthen its academic reputation in key international markets. With targeted, aggressive marketing, we can accelerate our ability to attract top faculty, staff, and students and increase research support and fundraising among international prospects. Further, there is opportunity to magnify general awareness of the strong international work, and global impact, of Northwestern's faculty, students, and staff.

Introduction

The world has globalized, bringing modern universities many exciting opportunities as well as the new challenges of adapting to these changes. For Northwestern, this means creating a learning environment that educates and equips faculty and students to cross intellectual, ideological, and cultural boundaries and to work with and on behalf of individuals and groups who are part of this diverse international community. 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 significant 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 locations 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 by the receipt of Roberta Buffett Elliott's transformative gift, now is an important time 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 impactful global engagement. The aggregation of these efforts reveals a university already global, in its faculty and student work and in its expanding brand.

And yet much more needs to be done to support faculty, students, and staff; to ensure they have the resources and opportunities to engage fully in their research and educational missions; and to strengthen Northwestern's global reputation and impact. As we move forward, we need to decide how much coordination and centralization we should implement, the locations where we should 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 vibrancy as a leading university. We must prepare our students to work in a global economy, to be aware of its unique environmental, political, and socioeconomic challenges, and to value diversity and multiple cultural perspectives. And we must equip and inspire our faculty to study and address 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 and public health services, 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 under way and planned for the future by developing an overarching institutional global strategy. This strategy must also provide a framework through which the University articulates a set of ambitious institutional goals and the means for achieving them.

The Task Force has been well aware of the myriad global initiatives already thriving across the Northwestern community. These initiatives include flourishing, and internationally renowned, programs in the arts, humanities, social and physical sciences, public health, management, markets, and law. We have viewed our role as supporting, not supplanting, individual school strategies. At the same time, we have thought about how these initiatives could be better leveraged to support university-wide strategies—and thereby advance Northwestern's global strengths and reputation.

We take due notice of the important global work undertaken in each of our schools and departments and in many programs and administrative offices. Some schools, departments, programs, and University offices are very far along in their global strategies, with faculty and administrative personnel focused energetically on developing high-quality programs and promoting these efforts nationally and internationally. Current Northwestern global engagement is carried out by a number of units that interact in a number of ways, including but not limited to the Study Abroad Office, the International Program Development Office, the Buffett Center's GESI Program, the Office of Fellowships, the Office of Global Safety and Security, and the Office of the Vice President for International Relations.

More often than not, these are carried out in partnership with universities and faculty members abroad. Other projects are in the nascent stage. Northwestern's vibrant schools and departments are worthwhile incubators for new experiments in internationalization.

In the shadow of these diffuse yet important global initiatives, the Task Force recommends a greater clarification of these projects, including their parameters, their stated mission, their connection to the University's strategic plan, their financial model, and the measure of their success.

The recommendations presented in this report are intended not only to strengthen the work already under way but importantly to generate new capacity, both in vision and execution, reflecting our ambitions, broadening opportunities across the University community, and producing greater institutional impact.

Task Force Approach and Timeline

In undertaking its charge, the Task Force reached out across the University community and to peers with compelling global strategies and models. This allowed Task Force members to obtain a deeper understanding of current global activities at the University as well as strengths, challenges, opportunities, and aspirations for future efforts.

Outreach and information gathering took place through reports that schools and units have developed about their global strategies and programs; historical information; one-on-one interviews; small group discussions; meetings with University groups such as the Council of Deans, Faculty Senate, and Staff Advisory Council; informal outreach, receptions, and lunches with faculty; focus groups with undergraduate students and meetings with graduate and professional student organizations; and peer benchmarking and site visits. Through this process, Task Force members have engaged deeply with approximately 500 faculty, students, and staff as well with a group of peers that spans the globe.

The Task Force began with two working groups in the summer of 2015, one drafting a vision and goals framework in concert with faculty input, and the second gathering an “inventory” of current activities and stakeholder input on Northwestern’s opportunities and challenges. The Task Force also undertook international site visits in December 2015 to observe a wide array of global models at peer institutions, followed by a benchmarking of peer structures for global strategy and infrastructure support.

The identification and iteration of global themes was the focus of much of winter quarter 2016. Drawing from stakeholder input, an effort was made to gather themes that could build on current strengths to drive the execution of Northwestern’s global strategy. Simultaneously, new ideas were solicited and new aspirations articulated by eliciting global theme proposals through our [website](#) and through various in-person consultations. Dialogue with stakeholders across the University continued through the spring and summer quarters of 2016 as the Task Force shared preliminary findings, sought feedback, and refined its recommendations. We hope that the processes begun through the work of the Task Force will continue as the ideas and recommendations take shape through ongoing discussion and dialogue.

Findings and Recommendations

FIRST CHARGE OF THE TASK FORCE

Articulate a global mission statement and identify high-level goals to guide the University in planning and decision making around global operations over the next decade

The Global Strategy Task Force took on this first charge by defining a global vision for the University. To identify priorities and develop this statement, members of the Task Force convened small group discussions and feedback sessions with over 150 faculty, staff, and trustees from across the University over a three-month period. The vision was also informed and inspired by the global models already in place at the school, department, research center, and individual faculty levels.

Many Northwestern community members were quick to note progress in expanding our global impact and reputation in recent years. For example, the reach and recognition of faculty, students, and alumni who are working across the globe in the arts and in global health testify to the broad and deep reputation of our University in many parts of the world. Public health initiatives of global impact bring together scholars and students in the Feinberg School of Medicine, Kellogg School of Management, Pritzker School of Law, and many departments within the Judd A. and Marjorie Weinberg College of Arts and Sciences. Their work has helped alleviate suffering in critical foreign locales while also advancing Northwestern's teaching and research mission. And in the performing arts, for example, the Bienen School of Music's Davee Media Lab, the Kaplan Institute for the Humanities' Global Humanities Lab, and other developments have promoted growing interconnections and interactions, creating a global stage upon which our faculty and students are already performing and a global community in which they need to participate. The Buffett gift is also a significant recognition not only of our global potential but also of the work already accomplished by individuals and entities across the University, including, but not limited to, our colleagues working under the aegis of the Buffett Institute.

Some of the most salient elements of our global strategy emerged from the distinctive international work of faculty and students that is already occurring in our schools and departments. Myriad stakeholders, including both deans and faculty members, not only described their own important global efforts but also noted with admiration the global work and impact of other units across the University. Indeed, insofar as Northwestern is squarely on the reputational map for its international achievements, this is the result of the variegated projects of a long list of energetic individuals and groups.

This said, we also heard in our extensive consultations and conversations the critique that the University lacks a more comprehensive global strategy or shared vision. Instead, activities have been largely opportunistic on the model of "let a thousand flowers bloom." As a consequence, our global

strategies and activities are too widely distributed and uncoordinated to be maximally effective in promoting a grander aim or set of objectives. By default, we heard, generating our global strategy has fallen largely on individual schools, this as a simultaneous result of entrepreneurial faculty members and school-specific leaders and of a central leadership vacuum with regard to global strategies and programming.

In addition, several stakeholders noted that the University has not clearly articulated the purpose of a global strategy nor provided a compelling reason for schools and units to align their global activities in any cohesive manner. Some wondered why we are aspiring to a coherent global strategy. We were urged then to think about better articulating the case for an ambitious global strategy.

Our benchmarking efforts—which included extensive reviews of the global strategies and institutional structures of numerous peer institutions, as well as targeted visits by Task Force members to international sites of select peer institutions at home and abroad—revealed that we are behind some of our peers in both our comprehensive global initiatives and our international brand. Again, we also heard from members of the University community that the lack of an articulated strategy and centralized commitment further hinders Northwestern in relation to its peers.

Overall, the desire for a strong global vision and strategy was nearly universally articulated by stakeholders across the University, as the work of individual units was viewed as less productive and visible than it could be if aligned and supported by stronger university-wide strategy and support.

RECOMMENDATION 1

Adopt a global vision statement for 2020

This vision statement is intended to serve as a foundation for developing Northwestern's global strategy. Our vision is

- 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, students, and staff to lead and to learn from global advancements in research and teaching critical to human development and understanding.

The Task Force identified five associated core goals for implementing the vision statement.

- To strategically integrate and expand the University's global activities, locations, and partnerships for faculty and students.
- To amplify the University's international visibility and enhance our global reputation for academic excellence and impact.
- To highlight and support existing programs of consummate strength and impact, including programs in global health and the arts, where Northwestern can expect to have special impact and influence.
- To prepare our students to live and thrive in a diverse, complex, and increasingly interconnected world.
- To globalize and diversify our community by recruiting the world's most talented faculty, students, and staff to Northwestern.

RECOMMENDATION 2

Provide direction and accountability in implementation, with structures to measure and monitor progress

We recommend that each goal identified in Recommendation 1 be assigned by the provost or his or her designate to a specific leader within the University. This will provide a fruitful focal point for creative thinking and strategic implementation of each goal. Further, the provost's office should create a plan for monitoring progress on each goal on an annual basis and should assess overall performance across all goals at least every three years. The format of this assessment could evolve. The provost may choose to use a committee for this purpose; we would hope and expect that the Council of Deans will play a meaningful role in overall leadership. The provost should coordinate and communicate regularly with University stakeholders about the progress made in implementing each goal. In some instances this communication will be directed toward a broader public. The achievement of the global vision should be linked to action and progress, tied to accountability structures, and undertaken as a shared University responsibility.

SECOND CHARGE OF THE TASK FORCE

Create a framework for a three- to five-year plan that would guide the University in enacting this global vision and agenda

RECOMMENDATION 3

Articulate and reinforce guiding principles

The Task Force learned much from the many discussions, both formal and informal, in which it engaged with over 500 members of the University community throughout its yearlong process. Through its process of discovery with colleagues across the University and with peer institutions, the Task Force identified three guiding principles to bring to life in our global work.

Our academic mission should come first. Northwestern's global strategy and action must be driven by an *ambitious intellectual agenda*, not an economic one. While economic considerations are always at work when exploring whether and to what extent to expand, or to contract, one or more international endeavors, our fundamental commitment is to our academic mission. With respect to expansion in particular, Northwestern should only open new facilities and initiate new dialogues to the extent that it has a clear and compelling intellectual mission guiding each investment.

Northwestern must focus on excellence, first and foremost. Doing this will necessitate identifying core areas of strength and investing so as to be among the absolute best in them. This means identifying and investing in a small group of focal projects and/or core partnerships, even if they are not applicable to all schools, programs, or departments. At the same time, efforts should be made to create balance in our investments so that as many units as possible have a stake in our global strategy and activities. Input from many Northwestern stakeholders with whom we met, as well as data about peer institutions, suggests to us that global strategy thrives in an institutional ecosystem characterized by broad collaboration, multidisciplinary perspectives, and investments by more than one department or unit and with many interested, energetic faculty members. Once areas of investment are identified, as many parts of the University as possible should be encouraged to build on this investment.

Being global should be bi-directional. As much as Northwestern pushes its initiatives abroad, we also need to integrate perspectives from other parts of the world into the rich intellectual life of our US campuses. Being global means doing so on all levels, including academic programs, pedagogy, research, and community building, as well as welcoming and fully integrating international faculty, students, and staff into our University. The components of our global strategy will facilitate diverse curricula, teaching styles, and dialogues as well as ready access to information and opportunities that look beyond the boundaries of the United States. To realize this, it is absolutely essential that Northwestern support the teaching and learning of foreign languages and cultures at all levels. The Task Force identified the centrality of language and cultural training to our strategy and emphasizes that more resources need to be committed to language teaching and learning (see Recommendation 8 on page 24).

RECOMMENDATION 4

Pursue Global Themes to orient and focus our investments

The Task Force solicited input from across the Northwestern community with the goal of identifying several interdisciplinary global themes that will play an important role in shaping Northwestern's global strategy and action. Emphasis was placed on identifying not only themes reflecting and enhancing many of Northwestern's great strengths but also broader concepts with the capacity to generate new ideas and intellectual frameworks for future impact.

The task force articulated that successful global themes should include

- A theoretical component or framework that unifies a broad topic
- Material output or implications that make the issues relevant on an applied and/or theoretical level and important to human development and understanding
- Active participation by researchers across many schools, disciplines, and geographies
- Provocative and inspirational questions that create open space for new perspectives
- Intersections, interconnections, and transactions that cross borders
- Amplification of current strengths or opportunity for new points of distinction
- Areas of comparative advantage—that is, where we can and should expect Northwestern to stand out among, and even ahead of, our peers
- Opportunities to recruit and retain leading scholars and artists

The process for developing global themes included meetings with the Council of Deans; small discussion groups with faculty; multiple communications through the deans and the provost to solicit themes; development and promotion of a website to encourage engagement from all members of the University community, including students; and generation of themes among Task Force members based on the information gathered through its outreach.

The website received 66 specific global theme proposals, and the Task Force identified others in the course of discussions with stakeholders and in its own deliberations. Rather than selecting individual themes from among the proposals, the Task Force viewed them as starting points from which to generate more encompassing categories and concepts. The resulting themes thus incorporate numerous related ideas and highlight actual and potential points of connection, synergy, and interaction across the University.

In developing the following six Global Themes, the Task Force sought to strike a balance between capitalizing on Northwestern's existing strengths and its potential for contributing to a distinctive and forward-looking Northwestern global signature in the future. Global themes were designed to define Northwestern | Global, to differentiate Northwestern, and to offer opportunities to evolve over time. They were intentionally framed to reach across existing structures and disciplines and to embrace ideas and activities from throughout the University community.

Six Themes for University-Wide Thought

Cities and Migration

Exploring how and why resource movements, idea flows, and demographic shifts toward urbanized central nodes implicate issues of social, economic, artistic, humanistic, and political development

Driving 75 percent of global productivity, the world's cities are engines of economic, social, and political progress. They are also amalgams of diverse individuals and groups, clustered in increasingly dense natural and built environments. Studying cities from a variety of perspectives, and with a multitude of disciplinary tools, will help us better understand the potential and predicaments of world cities. We study cities to improve urban life; we also do so to shed light on the largest positive and normative issues of modern civilization—natural hazards and human interventions, social justice, resilience, sorting and sustaining populations, collective behavior, and civic participation in a dynamic demographic landscape.

Northwestern scholars will look to cities to understand central issues of economic productivity and inequality so as to measure well-being. In addition, they will look to the structure of governance and political performance, in order to shape prescriptive solutions to key problems in the urban ecosystem. Success in understanding the contours of urban life requires attention from diverse methodological perspectives. We need big data to form context and ensure that we are working with the best available evidence. We need social science to frame the right socioeconomic

and political issues and thereby tell us how we can understand, for example, the patterns of migration and the (in)efficiencies of certain urban structures and strategies. The complex notion of global citizenship—what it is and what it aspires to be—is a matter ripe for humanistic research and analysis, with perspectives from history, cultural studies, and the arts looming large in the emerging picture. Moreover, we certainly need the insights and tools of engineering and design thinking to best understand matters of sustainability, infrastructure, and adaptation. In short, we need all hands on deck to develop a coherent body of research to shape our views on modern global cities.

We know that urbanization powerfully influences the structure of civil society. And, indeed, it is within these metropolises—vibrant, maddening, ever evolving—that the sum and substance of contemporary urban life unfolds. A constructive, comprehensive perspective and set of insights is only possible when a body of scholars tackles these issues from many angles and with different tools. With nearly 5 billion people living in the world's urban areas by 2030, the imperative of squarely tackling the key puzzles of urbanization and migration is urgent and exciting.

Difference: Structures, Cultures, and Practices

Exploring and interrogating structures, cultures, and practices of human sociality, identity, and difference involving race, ethnicity, religion, language, indigeneity, income, and gender and sexuality

Every national-cultural region in its composition is marked to some extent by differences understood in terms of religion, race, ethnicity, class, indigeneity, and gender and sexuality. These constitutive differences over a period of time give rise to variable and always contested cultures and politics of difference and structures of inequality. Depending on geographical region and historical period, these differences are often viewed as both sources of strength (generative of creative cultures and dynamic economies) as well as weakness (generative of mutual distrust and debilitating conflicts).

Global modernity further complicates the picture by accelerating the mobility and mixing of peoples within and across different national-cultural formations. These processes have dramatically scrambled traditional arrangements between and among the people belonging to differently marked groups. Negotiating and leveraging the various strands within these cultures of differences to minimize dysfunctional conflicts, to spur economic growth, to strengthen solidarities, and to

enrich societies has become a central concern of policymakers, scholars, and artistic and cultural workers globally.

Northwestern is well positioned to become a leading venue for the study of how difference shapes identity, understanding, and interaction across all levels of the human experience—from individuals, dyads, and small groups to countries, cultures, and our global society, broadly defined. This global theme draws on the University's considerable strengths in the study of global race, ethnicity, religion, indigeneity, socioeconomic status, and other aspects of human sociality. It encompasses a variety of approaches to issues and questions of race, ethnicity, and indigeneity ranging across but not limited to critical theory and critical race studies, postcolonial theory, law and legal studies, health equity studies, cultural studies, religious studies, and ethnic studies, among others. Moreover, an abundance of Northwestern units and programs are already engaged in substantive and sustained ways with these questions.

Finite Earth

Mapping and exploring the complex networks of Earth's resources and the technologies, infrastructures, policies, and strategies needed to sustainably support an increasingly urbanized planet that will soon be home to 10 billion people

Maximizing the lifespan of essential resources and managing the complex network of politics, economics, and technologies that connect them is perhaps the most critical challenge of our time. With a growing global population that has led to increased industrialization and energy consumption, the world is confronting new challenges arising from limited nonrenewable resources and the dangers of their imprudent use. How this scarcity is managed increasingly affects the entire global community. Challenges involving climate, health, and sustainability will require a unified multidisciplinary effort to identify solutions and bring them to practice. Seemingly isolated actions can have unexpected effects in a complex network of technologies and policies.

Northwestern has well-established strengths across all related disciplines—from social and natural sciences to engineering and business to law and communication—that will be collectively focused on these emergent problems to address these critical issues, including climate change from increasing emissions; population increase and water resource management; global health and infectious diseases; intelligent development of renewable energy resources and sustainable energy materials; emerging technologies and entrepreneurship; conflict resolution and social justice in resource-stressed communities; public awareness and communication of global issues through the arts; and economic development and global capitalism.

Networks, Storytelling, and Meaning

Exploring the intersections and implications of digital connectivity and community building, and the power of networked and recursive commentary, storytelling, and artistic expression

The accelerating emergence of new communication and social media technologies in the past three decades has caused human interaction to transcend geographic limits at an unprecedented speed and scale. Local stories are effortlessly shared across cultural and political borders, while new stories are crafted that call no single country home. Global connectivity is creating change in existing cultures, and novel cultures continue to arise throughout digital networks. Industry and commerce, creative industries and scholarship, news media and politics are continually being transformed by the round-the-clock mobile access to new technologies, communities, and content. Yet access is not yet shared equally, nor are the effects of global connectivity always beneficial.

The global digital environment that we now inhabit presents promises and challenges ripe for research, narrative, creative production, thought, and learning.

Northwestern is particularly well positioned to study the power of narratives and the contagion of thought in our networked global society. With strengths in the areas of communication, journalism, business, technology, law, the arts, and social and cultural inquiry, Northwestern can take a global thought leadership role in addressing the opportunities and challenges of the spoken and written word in a world where the hour-by-hour accumulation of content and acceleration of change will continue forever.

Art and Cultural Fluidity

Exploring artistic expression in an era of evolving media and global communities

In the past 50 years, advances in transportation, along with political and economic changes, have fostered increasing transnational cultural interactions and flows. These transnational cultural flows are reshaping the form and content of public art. Similarly, as digital communication systems have matured and become increasingly ubiquitous, interacting in and with multimodal live performances has become more and more feasible. This has already prompted significant changes in the creative industries—e.g., dramatic migration of the cinematic arts to online distribution, undercutting broadcast, and now cable, networks; the development of an enormous, and growing, interactive entertainment industry; and sharing of live and archived performances with widely distributed audiences.

As the capacity of digital networks has increased, so have opportunities for artistic expression—an artist can imagine not just a new work in an existing medium but an entirely new orchestration of expressive modalities, semiotic resources, temporal and spatial organization, collaboration with others, and audience engagement. The audience can participate creatively in many different ways, not just as viewers but also as agents or collaborators.

The combination of transnational flows of culture, digital technology, and a drive toward innovation has introduced an exciting fluidity across the arts. This is true not only for the performing, cinematic, and interactive arts but also the plastic, graphic, architectural, and design arts. We now find ourselves able to create artistic experiences that are simultaneously live and archival, local and global, private and public, personal and universal.

We are on the cusp of a global art revolution, and Northwestern's challenge as a research university is to design a global arts enterprise to support the emergence of these new forms of artistic expression, new ways of managing the creative process, vastly expanded opportunities for performance, and the engagement of new arts communities around the globe. We will also need to support the work of scholars in musicology, music theory and cognition, art history, theatre history and criticism, performance studies, and related fields, whose work provides the context for understanding the grounding, interconnections, and impact of new forms.

With its comprehensive, highly visible, and globally engaged arts programs and its highly developed culture of collaboration, Northwestern is uniquely positioned among the great research universities to provide leadership for this critical project.

Human Conflict and Violence

Exploring the historical roots; the political, economic, religious, and social structures; and the human psychologies that incite, sustain, and resolve violence and conflict across our global society

While the current context of violence is on a scale and of a character seemingly unlike anything in our past, there are deep individual, group/clan, historical, political, and cross-cultural lenses that motivate and illuminate our scarred human history. While the the 20th century's major world wars and Middle East crises attracted world attention, more recent examples abound, including the Hutu-Tutsi conflict in Rwanda, the Kosovo War, Syria, and "small" protracted conflicts, such as the intertribal conflict in Mindanao. In addition, more localized incidences of suicide bombers, honor killings, rampage shootings, and family tragedies disturb our shared sense of safety daily. All are troubling in light of the vast advances humans have made in knowledge, communication, and shared understanding over the last 50 years.

Violence specifically will be explored on micro- (individual and family), meso- (community), and macro-level (societal and cultural) perspectives. The impact of physical violence and perceived violence on relationships, networks, and interconnectedness and its subsequent effects on health and well-being, family structures, communities, displacement, and global conversations about crisis, violence, and conflict will be examined.

This global theme will also explore history, culture, anthropology, architecture, old media, and stories from both large and small violent conflicts around the world to examine the factors driving

human conflict (e.g., religion, land tenure, sovereign state lines, climate, etc.)—incorporating the psychology of violence and conflict, self- and group identity, vulnerability, and social connectedness.

Crises can be linked from historical, political, and societal perspectives, and with the recruitment of humanitarian experts at the faculty level (e.g. those participating in the World Humanitarian Summit and/or the International Committee of the Red Cross), the theme can explore how the current state of humanitarianism is addressing the challenges that government, international NGOs, and community-based organizations are facing. There are opportunities to explore the digital age, media perception, and its influences both positive and negative to violence, conflict, and crisis.

With expertise in the study of negotiations and dispute resolution in law and business as well as religious conflicts, international relations, global health, and public policy, Northwestern is well positioned to be a global thought leader on this topic.

THIRD CHARGE OF THE TASK FORCE

Outline an organizational structure for integrating existing global activities in the schools, institutes, centers, and departments with activities that are already centralized

Many organizational issues were identified in the course of the Task Force's outreach to the University community, and others were highlighted in research on peer institutions, benchmarking, and site visits. We heard repeatedly that Northwestern's organizational structure and culture often preclude stronger global engagement. Schools and departments often do not coordinate with each other. For instance, the University has multiple global health programs and multiple international offices; in managing programs abroad, schools proceed without logical partnerships with other Northwestern units or schools. The lack of a central office for international affairs leads to less cross-school coordination, more administrative work for faculty, and difficulty in initiating and sustaining partnerships and research agendas. Despite strong global ambitions, there has been a general hesitancy to centralize or to act quickly, and current resource allocation does not adequately support these efforts. Funds are needed for dedicated staff and to build a global research infrastructure.

Our findings suggest not only that Northwestern can be more effective in its global outreach beyond the Chicago and Evanston campuses but also that the University needs a *bi-directional global strategy* that more fully integrates perspectives from outside the United States into Northwestern's US campuses, programs, and activities. In light of this, the recommendations below include ways to make Northwestern more welcoming to non-American colleagues, research partners, and students. This includes increasing the "international feel" of campus, more strongly integrating international students and other members of the Northwestern community with the US campus communities in orientation and introductory programs, and increasing the flows of faculty, postdocs, visitors, and others to and from Evanston and Chicago and destinations around the world.

While stakeholders noted robust pockets of international recruitment of faculty and students at Northwestern and a steady increase, by any measure, in the numbers of both international students and faculty, we also heard concerns about limited structures for coordinated recruitment and retention. Likewise, Northwestern has few common established institutional nodes for hosting and welcoming foreign individuals and institutions and lacks adequate mechanisms for catalyzing the work of these valuable global faculty and students. A more sustained, bi-directional global strategy would give our departments, faculty, and students greater opportunities for learning from, and partnering with, permanent and visiting global faculty, thereby producing a more meaningful impact not only on our own communities but also on the wider world.

RECOMMENDATION 5

Develop a framework for establishing up to three Northwestern | Global sites

To drive progress on our intellectual agenda and international reputation building, this framework will include principles and guidelines for selecting and launching up to three new global sites (i.e., non-US physical locations) over the next five years. In addition, the framework will integrate all existing Northwestern sites outside Illinois (i.e., Miami, New York, Qatar, San Francisco, and Washington, DC) within a broader strategic framework and within a single operating oversight unit. This would allow Northwestern to use its convening power to amplify the impact of teaching, research, and service at home and abroad.

The Task Force's research on and visits to a broad array of global sites run by peer institutions across the world inform our recommendation that a stronger and more visible Northwestern presence outside the United States is essential. It will significantly strengthen research, education, and convening capacity for faculty, students, and staff. This recommendation is offered with three key observations to inform potential investment in global sites.

Global sites need not be big to be effective. Success is attainable at a variety of sizes with strong, focused academic leadership on site combined with effective centralized administrative capabilities at the home university.

Global sites are most effective when they have a clear mission that outlines how extensively a given site will (or will not) be utilized to address each of three university agendas: research, teaching, and convening. A site need not do all three to be effective. Further, the importance of convening cannot be overemphasized and should always be the potential starting point in designing a site. Proven models at peer institutions can be useful to Northwestern in exploring site missions further.

Three types of explicit ongoing resource decisions contribute to successfully launching and sustaining a global site.

- Financial support: How will the site be supported financially?
- Faculty and administrative support from the home university: How will the site be overseen by the university and be integrated into and operate as an ongoing source of intellectual vitality for the university's faculty and/or students?
- Local integration: How will the site build and sustain relationships with local academic institutions and integrate within surrounding intellectual communities and public dialogues?

Our experience in our site visits and studies of other institutions' practices also suggests that a cluster of intra-institutional partners, working with suitable foreign partners, will allow the University to forge more impactful global strategies and connectivity. Any sites selected should serve as open hubs for collaborative work and cross-campus initiatives. Sites should be viewed as evolutionary.

The University should be deliberate and purposeful about consolidating administrative functions in these global sites and in availing itself of the economies of scale that such central responsibilities can facilitate. Efforts in admissions, alumni relations, development, global civic engagement, and outreach should be coordinated at these locations by structures and personnel who report centrally. Certain units or schools at the University may take on special leadership responsibilities with respect to projects and programs. Not every global site will include participation by all Northwestern units and schools.

The Task Force recommends that the development of a global site framework be an integral part of the implementation plan pursuant to this report, as noted in the “Suggestions for Implementation” section at the conclusion of this document. This framework will articulate how specific sites will advance the intellectual agenda of the University’s global strategy and will outline the legal, financial, infrastructural, and other issues that must be considered in order for Northwestern to move forward expeditiously on the recommended timeline.

As noted above, in addition to the recommendation for establishing a global site framework that will facilitate and strengthen the University’s global strategy, the Task Force recognizes the critical need for a stronger and more effective global infrastructure to better support existing global activities and to enable execution of its global vision.

RECOMMENDATION 6

Create an integrated “Northwestern | Global” structure

Based in Evanston, this structure will manage the execution of our strategy and improve coordination and effectiveness across the University. As stated earlier, the proposed global strategy is meant to support and integrate, not to supplant, existing activities and initiatives in schools, centers, institutes, etc. The strongest peer global strategies have leadership structures, governance, and physical presences that offer a model for how Northwestern can better integrate and support both established and new global activities.

The functional capacities for a “Northwestern | Global” structure are indicated in the table below.

Global strategy and execution	Global support services	Global integration across Northwestern
<ul style="list-style-type: none"> • Coordinate + support global theme teams • Partnership strategy + management • Global site strategy + management • Study abroad portfolio strategy + integrating oversight 	<ul style="list-style-type: none"> • Undergraduate students • Graduate and professional students • Faculty and staff <p><i>Inbound:</i> recruitment, orientation, housing, campus integration</p> <p><i>Outbound:</i> study abroad, jobs and internships, research support, travel funding</p>	<ul style="list-style-type: none"> • Risk management • Legal • Travel support • Marketing/branding • Digital learning • Media • Metrics • Alumni • Digital Information Services

Encompassing the functions outlined above, the Northwestern | Global structure would

- Oversee implementation of our global strategy and a continued and consistent communications plan around that strategy, including managing Northwestern’s portfolio of global partnerships, global activities at all Northwestern sites outside Illinois, the development and continued assessment of our signature global themes, and the strategic integration of Northwestern’s undergraduate study abroad offerings. The Task Force recognizes that while our own deliberations were under way, the Office of Change Management undertook an analysis of current study abroad organizational structures and recommended consolidation of those offices, paralleling the Task Force findings.
- Develop a single office to provide faculty, staff, and students with answers to questions and institutional support for any inbound and outbound global travel, research, and study.
- Assemble and convene a global cross-Northwestern integration team that addresses key operating issues related to travel, risk management, marketing and branding, alumni, and other issues.

Leadership of Northwestern | Global will require that the University clearly define, communicate, and reinforce global roles at the university level. The Task Force envisions the leadership of Northwestern | Global as overseeing the continued development, implementation, and communication of Northwestern’s global strategy while having the authority to convene people across campus, identify areas of synergy, and coordinate resources. The leader of Northwestern | Global is not envisioned as someone who “owns” all aspects of global initiatives or controls funding but rather as someone who can influence, convene, and lead others at all levels of the institution and connect with external audiences. This includes strengthening support for directors of global programs and for faculty engaged in global activities and research. The primary objective is for this individual, and an appropriately resourced team, to convene and facilitate discussions and actions across the University.

In addition to improving the services provided to support faculty, students, and staff in their global activities and enabling the execution of global strategy priorities, creating an underlying infrastructure will enable Northwestern to establish and evaluate shared quality parameters for all programs affiliated with Northwestern and to develop quantitative and qualitative metrics to assess globalization efforts.

RECOMMENDATION 7

Identify services needed to support global activity and integrate administrative support around those needs

In developing the integrated structure of Northwestern | Global, it is important to identify the services needed, including support in a number of broad areas for undergraduates, graduate and professional students, faculty and staff, and visitors to the University at all levels.

Our discussions highlighted the need for a centralized infrastructure that would greatly reduce the barrier to entry for faculty and students interested in global engagement. The establishment of a clearly

identified point of contact for faculty and students on related administrative matters is essential. Mechanisms will be set up to ensure that the different needs of faculty, graduate students, and undergraduate students will best be accommodated. Reporting to senior leadership, this new centralized support will work as an office under “Northwestern | Global” and will support new and existing efforts within the schools. The office will strengthen Northwestern’s global capacity in terms of program-enabling legal structures, human resources, finance, facilities, information technology, safety and security, and travel planning, among others. In particular, support for faculty and staff includes coordination for global research projects and funding for global scholar visits, exchanges, and conferences. The office will also support improved strategies for faculty recruitment and interdisciplinary staffing to support interdepartmental or interschool initiatives.

Undergraduate study abroad is another area of opportunity for streamlining the delivery of programs currently distributed in various University units. Services related to undergraduate study abroad and fellowships should be delivered to students in a single location and with integrated structures, so that students can consider a range of global opportunities without needing to navigate multiple offices. The units associated with this new umbrella structure should collaborate to offer front-line and agnostic advising to students who are interested in a global experience but unsure what program or model is best for their individual needs. Other key issues include ensuring Northwestern academic quality and brand, both in programs created and managed by Northwestern and those delivered by partner institutions; access for all students to study abroad and pursue other global opportunities; location and partner selection based on the University’s intellectual agenda and student demand; connection to academic curricula and student areas of study; connections to international alumni to strengthen international internships and similar opportunities; and cultural and linguistic competencies to maximize productive global experience and engagement. Feedback from faculty, administrators, and staff emphasized the need to support not only outbound members of our community but also inbound members.

Other Related Issues to be Addressed

In addition to the key findings and recommendations related to the three central elements of its charge, the Task Force identified several related issues that arose frequently in the course of its work. These are critical issues for the University to address in developing and implementing an ambitious and effective global strategy, but they extend beyond the Task Force's scope. Key issues are noted below with the aim of prompting further dialogue and action across the University, in concert with the development and implementation of its global strategies.

RECOMMENDATION 8

Support language study and training

As mentioned earlier, another frequently discussed topic was how the Task Force and University can recommend and create structures to enable faculty, students, and staff to obtain language training and competency at multiple levels, while recognizing that different constituencies may have differing needs, some for scholarly depth and others for language competency. Many stakeholders repeatedly emphasized the importance of foreign languages to a global university and its mission and strategy.

Low language enrollments are a serious concern. This has led to a truncated set of course offerings. Much needed courses, basic as well as advanced, are not regularly offered. Strengthening the University's commitment to language education was a consistent concern among select University stakeholders and Task Force members. Language competency training in support of global research, teaching, learning, and service should not be constrained by enrollment.

RECOMMENDATION 9

Build Northwestern's Global Reputation

Throughout the process of examining data and conducting group and individual conversations with faculty, student, staff, and alumni stakeholders, Task Force members concluded that Northwestern has a significant opportunity to raise its overall visibility and strengthen its academic reputation internationally. It is believed that by heightening awareness and understanding of Northwestern's strengths via more ambitious, cohesive marketing, we will accelerate our ability to attract top faculty, students, and staff; increase research support and fundraising among international prospects; and anchor our global reputation through a strategy driven by an ambitious intellectual agenda. Further, there is opportunity to magnify general awareness and understanding of the strong international work, and global impact, of Northwestern's US faculty, students, and staff.

Northwestern's current global rankings—as determined by Times Higher Education (THE), *U.S. News & World Report*, Shanghai Academic Ranking of World Universities (Shanghai), and Quacquarelli Symonds (QS)—indicate overall deficits versus our US positions. Three of the prominent rankings—THE, QS, and *U.S. News*—incorporate reputational surveys as significant elements of their ranking assessments, and in these Northwestern also lags significantly behind other leading academic institutions.

Highly qualified prospective students—undergraduate, graduate, and professional—consider a university's global reputation and strong international connections as important attributes in their decision making. Yet in a large-scale market research study conducted in late 2014, current students' rating of Northwestern on these international attributes lags behind the level of importance accorded to them by prospects. This gap is pronounced among graduate and professional students.

Across the range of Northwestern community members—students, faculty, staff, and alumni—international reputation is not considered a Northwestern strength. Additionally, at least 20 percent of each group believe that strengthening Northwestern's international reputation is one of the top five areas the University should improve.

Beyond the data, throughout our numerous conversations with faculty members who work abroad or who travel internationally for research, symposia, or speaking engagements, we regularly heard reports of lack of awareness about Northwestern, its location, and its stature as well as confusion about the similarity of Northwestern's name to those of other universities. Compounding the problem is a failure to provide support and University brand materials to traveling faculty and staff. It is currently left up to the individual to tell the Northwestern story.

Investments in ambitious marketing efforts will not only heighten overall awareness of Northwestern but will also enable the establishment of a compelling and consistent message platform based on our strengths. This will help magnify the impact to Northwestern of the work done by our international academics, students, and researchers. It will enhance the University's ability to attract and retain top faculty and students and prospective donors. In addition, it is believed that stronger university brand recognition will pave the way to establishing partnerships with other prestigious academic institutions.

The Task Force recommends that the University commission a strategic integrated marketing and communications plan that aligns to the brand platform recently developed and deployed in the United States. It will serve as the basis for a compelling message framework, within which narratives about our international work and impact can be told in a manner that is accretive to the reputation we seek for Northwestern. The global marketing program should amplify the global themes that will serve as the focus of our endeavors and should also work to heighten communication about the work of individual schools and centers around the world.

The Office of Global Marketing and Communications, recently established at the University's Evanston campus, should lead this effort, in collaboration with the proposed new Northwestern | Global leadership. Deliverables of the plan should include consistent brand identity guidelines, a University narrative expressed in video as well as digital and print presentation formats, and branded materials that can be used by Northwestern faculty, students, and staff as they engage in international work and speaking engagements. An ongoing content development program should be created in which compelling stories of Northwestern's international research and academic achievements are regularly distributed across the key international markets and global media consumed by thought leaders, alumni, and prospects. Further, as new University sites are established abroad, a branded experience will help express the Northwestern narrative as we convene important alumni, partners, and prospects in those spaces.

Suggestions for Implementation

The recommendations presented in this report are strategic and directional. Their true impact will depend on the structure, pace, and accountabilities undertaken in implementation and the broad engagement of our faculty. For implementation, the task force recommends a three-pronged approach in which each prong is undertaken in tandem over the next 12 to 18 months.

Vetting and selection of Global Themes

The final selection of intellectual themes of global relevance will require direction from the president with ownership by the provost.

The suggested goal is to have final themes identified with formal resource alignment and activity launches in fall 2017 or early 2018.

Toward that end, we recommend that in 2017 the provost appoint six faculty groups, each of which would explore one of the six themes identified by the Task Force. During that time, each team would work to complete an assessment of its theme's viability as a vehicle for significant University investment.

Each group might be led by a dean in partnership with a senior faculty member from a different school. They would gather other faculty to form a team charged with exploring the assigned theme's intellectual potential. Each team would then endeavor to create a representative inventory of existing work related to this theme; discuss, develop, and articulate specific new intellectual horizons and intersections this theme could lead toward and/or open up for Northwestern; identify potential champion faculty from across and outside Northwestern for pursuing this work; and provide an assessment of the potential implications that this theme could realize for Northwestern—materially and reputationally.

The Task Force recommends that the leaders of these groups meet with the provost to review their findings and assess the relative strength of the themes.

Creation of a network of Northwestern sites

The establishment of a vibrant network of Northwestern operating offices/sites outside Illinois will require direction from the president with ownership by the provost on two fronts.

Northwestern | US sites. We recommend that an administrative team be appointed to inventory all existing US sites operated by Northwestern and provide recommendations for how the capabilities of these sites could be expanded to meet a greater set of Northwestern opportunities.

We recommend that this team meet with the Council of Deans to review initial insights, feedback, and measures of interest in different US locations.

The suggested goal is to deliver a US implementation plan to the provost in 2017.

Northwestern | Global sites. We recommend that an administrative team and faculty advisory team be appointed to develop criteria and solicit recommendations for the location for Northwestern's next global site.

We recommend that these teams set a goal of meeting with the Council of Deans to review initial insights, feedback, and measures of interest in different locations and of delivering two to three site recommendations to the provost in 2017.

The suggested goal is to select a first site that will open sometime in 2018.

Our starting assumption is that for the next three to five years, non-US sites will be selected that allow Northwestern to expand its global impact and presence. Consideration of potential global sites for the University should focus on these attributes:

- The city already serves as a focal point for several existing Northwestern faculty initiatives in teaching, research, and/or convening.
- The deans and faculty of three or more Northwestern schools are strongly interested in creating on-site capabilities in this city.
- The city currently ranks as a major idea capital—a global intersection point economically, politically, artistically, etc.
- The city is home to a rich network of universities, colleges, government think tanks, foundations, etc., that could provide a web of partnerships in which to situate and enliven Northwestern's presence.
- The city boasts a strong presence of influential alumni to support the work of the University.

Design and launch of Northwestern | Global administrative unit

The creation of Northwestern | Global will require direction from the president with ownership by the provost. The objective is to define the organizational structure, roles, and staffing that can best integrate existing global functions and provide Northwestern with new capabilities.

The suggested goal is to have this unit staffed in late 2017 and operating at full capacity for 2018.

To achieve this goal, we would recommend that the provost devise a structure for this new unit and that that plan provide clarity on anticipated interactions and the integration of this unit with other on-campus units currently engaged in global and international work.

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