



Frederick S. Pardee
School of Global Studies

The Frederick S. Pardee School of Global Studies at Boston University is a community of scholars and students dedicated to advancing human progress through rigorous, interdisciplinary, problem-driven research and education that addresses global challenges and opportunities. We are a 21st century school committed to the education of problem solvers, agents of change, and leaders of tomorrow.

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Frederick S. Pardee
School of Global Studies

Being Global

A STRATEGIC PLAN FOR THE BU PARDEE SCHOOL



A Message from the Dean

Dedicated to the idea of “Advancing Human Progress,” the Frederick S. Pardee School of Global Studies at Boston University seeks a future with peace that lasts, development that works, and knowledge that transforms.

Honoring the vision and generosity of BU alumnus Frederick S. Pardee, the Pardee School was established in 2014 and brought together Boston University’s long-standing Department of International Relations as well

as seven centers of regional and thematic studies: the African Studies Center; the Institute on Culture, Religion, and World Affairs; the Latin American Studies Program; the Institute for the Study of Muslim Societies and Civilizations; the Center for the Study of Asia; the Center for the Study of Europe; and the Middle East and North Africa Program.

The intense and collaborative conversation on developing the Pardee School’s vision began with an all-school retreat in 2014, and the process of developing a strategic plan was formalized at our 2015 retreat. Individual units within the school contributed by charting out their own strategic goals and priorities. This became the basis of further refinement in deliberations by a faculty committee, with Pardee School faculty and staff, and with university leadership. “*Going Global*” is a distillation of these ideas; our shared vision about where we want to go, and how we intend to get there.

Our intent is to be truly strategic. We believe we have identified a bold but manageable set of goals that are worth doing and are doable within the five-year framework of this plan. We begin by defining the four areas we want to intellectually excel in: **peace, prosperity, policy, and place**. These become the context for the three ambitions that drive this strategic plan: to be recognized for our **intellectual leadership**, for providing a **world class education**, and for **global engagement**. These are further translated into **nine strategic goals** and a set of **18 measurable objectives**.

In this document we have tried to succinctly capture the essence of our collective resolve about the future we envision for the Pardee School. It describes the aspirations we have today and will define the actions we take over the next five years.

Join us in the journey. It’s going to be exciting.

— Adil Najam, *Dean*

The Frederick S. Pardee School of Global Studies is Boston University's youngest school, but it is built upon the foundation of one of BU's oldest and proudest traditions: a commitment to be global. We meet this commitment through cutting-edge scholarship that helps us understand the world, to a productive and practical engagement with the world, and to preparing a generation of leaders motivated and empowered to make our world a better place.

Born in 2014 out of the generosity and vision of BU alumnus and benefactor Frederick S. Pardee, the school that now bears his name had been preparing for its opening from the day Boston University opened its doors — literally. The idea of “being global” has always been a fundamental part of Boston University's DNA: from the foresight of the University's very first President, William Fairfield Warren, who initiated the first international exchange program for BU graduates, to global engagement and global service being placed as core values in the university's current strategic plan, *Choosing to be Great*, BU has affirmed this commitment.

Housed within the BU College of Arts and Sciences (CAS), the BU Pardee School brings together what was the Department of International Relations and seven centers and institutes of regional and thematic studies. The Pardee School currently offers nine graduate programs, two graduate certificates, five undergraduate majors and eight undergraduate minors. It has a core faculty of nearly 40, around 150 affiliated faculty, serves some 750 undergraduates, and more than 100 graduate students.

The BU Pardee School seeks to distinguish itself as a new model for a school of global studies. A 21st century model that blends liberal arts and professional education, that places a premium on area and regional knowledge, that is deeply integrated with the entirety of the university and its intellectual resources, that builds upon a commitment to interdisciplinary ideals, and that is dedicated to the idea of “Advancing Human Progress.”

Advancing Human Progress

To put meaning into this mission, the Pardee School will build its future around four areas of scholarly excellence: They are the 4Ps — peace, prosperity, policy, and place. In organizing our domains of excellence in this fashion, the BU Pardee School has already charted a course for itself that is strikingly different from other similar institutions, is rooted in the unique strengths brought together by our new school, and responds to the most pressing global challenges and needs of today.



Pardee School graduate students in Washington, D.C., for the annual Pardee School Career Trip. The trip includes meetings with high-level policy makers and practitioners of international affairs.

For the Pardee School to be true to its interdisciplinary mandate and meet its strategic mission, we will pursue excellence in all of the 4Ps: **Peace, Prosperity, Policy, and Place**. We believe we will have to excel within, and maintain a balance between, all four of these cross-cutting and mutually-reinforcing areas.

1 **Peace: International and Human Security**

Peace, in all its dimensions, is central to the pursuit of human progress. With the emergence of new and varied threats to the security of nations, communities, households and individuals, a key goal for the Pardee School is to demonstrate excellence in the areas of international and human security. While maintaining its strength in conventional security studies, the Pardee School will expand its expertise in nontraditional and human security (including, for example, in areas such as food, water, and environmental security).

2 **Prosperity: Global and Human Development**

Global development is central to the Pardee School’s mission of advancing human progress. To contribute to the pursuit of sustainable prosperity, we are committed to expanding our research and teaching capabilities in global development policy (including global environment, health, and poverty) and global political economy (including, for example, international finance, trade, and economics).

3 **Policy: Diplomacy, Statecraft, and Governance**

As a professional school focused on policy, we will bring together expertise in intellectual frameworks, scholarly context, and practical skills for effectively putting ideas into practice. In particular, the Pardee School will organize for and expand excellence in the study and teaching of policy analysis and skills needed for better diplomacy, statecraft, and governance.

4 **Place: Culture, Religion, Polity, and Society**

Boston University nurtured area competence even when many others ignored it. Understanding of culture, religion, polity, and society requires, first and foremost, a commitment to “knowledge of place” in major regions of the world. The Pardee School will excel in providing global competence through promotion of language, opportunities for study and research abroad, and, in particular, by utilizing its considerable strength in the study of religion and global affairs.

Four Domains of Excellence

Embedded in the ideal of “Advancing Human Progress” is a model of education where **Peace** and **Prosperity** define a focus on **Issues** (*WHAT we seek to achieve*) while **Policy** and **Place** provide the **Tools** we need to accomplish our mission (*WHAT we do, and HOW*).



Three School Ambitions



The Pardee School hosts a constant stream of lectures, seminars, and conferences. Here, a seminar discusses the political economy of security.

The Pardee School is a product of a long and cherished tradition, but also of high and noble ambition. To achieve excellence in the 4Ps and to put meaning into our mission of advancing human progress, our strategy is guided by three overarching ambitions: We seek to be a school that is recognized for **(a)** its intellectual leadership, **(b)** providing a world class, career-enhancing education, and **(c)** impactful global engagement.

Intellectual Leadership

To be recognized as a leading school of global affairs.

The ambition **to be recognized as a leading school of global affairs.**

To attract the best scholars — academic faculty, distinguished practitioners, and students — from across the nation and the world who are dedicated to the school’s mission of “advancing of human progress” through rigorous, interdisciplinary, problem-driven research and teaching that addresses the great global challenges and opportunities of our times.

World Class Education

To be recognized for bold curricular innovation.

The ambition **to be a bold and innovative leader in providing a world class, career-enhancing education.** As a 21st century school, to innovate — at both graduate and undergraduate levels — in the delivery of meaningful education that enables and empowers our students to become leaders in global affairs. To cultivate the skills and global competencies our students will need to understand and to excel in addressing the complex issues of the world.

Global Engagement

To be a globally engaged community of public scholars.

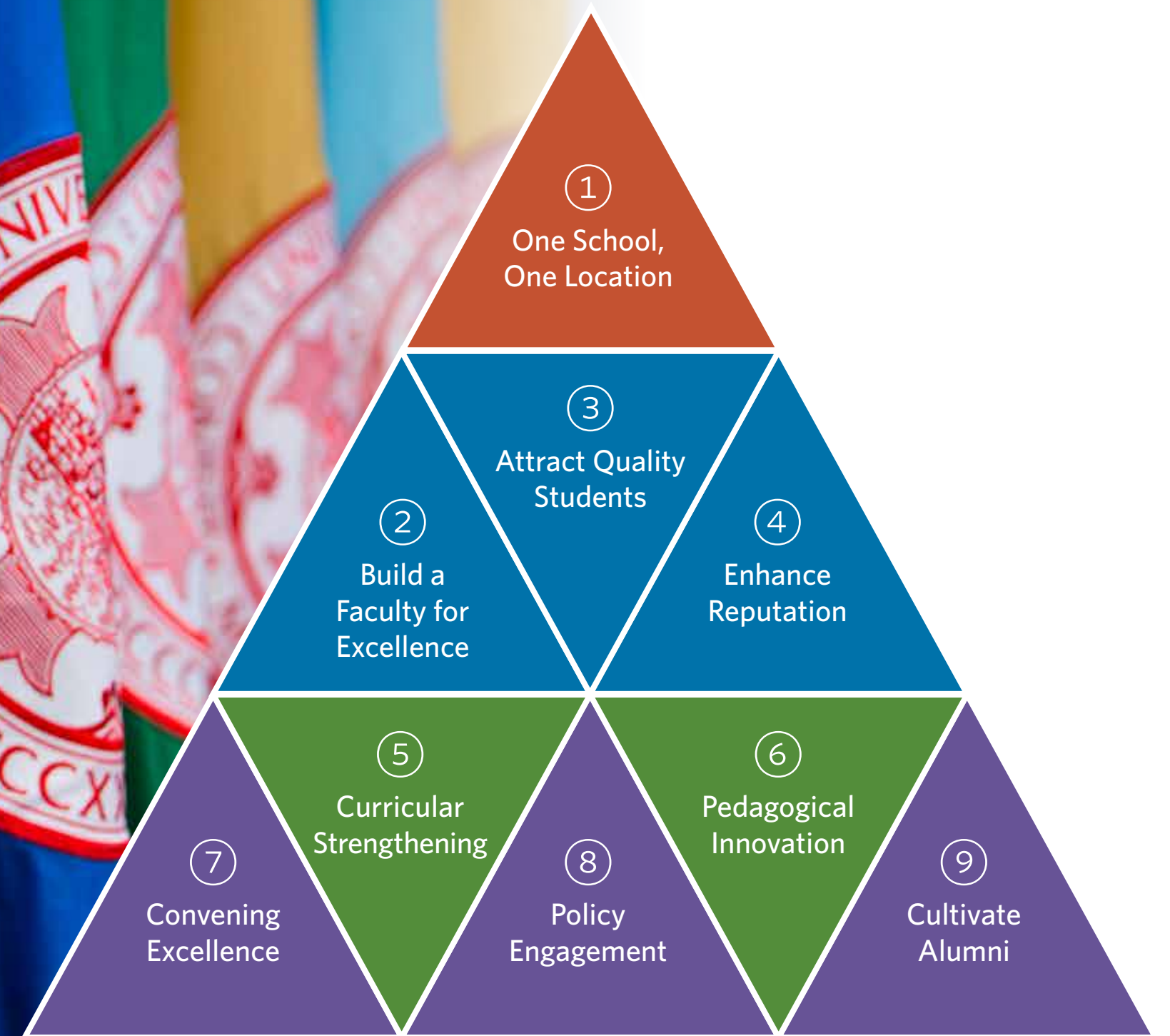
The ambition **to be a globally engaged and intellectually influential community of public scholars,** active in policy discourse, and committed to the search for solutions to global challenges. To nurture the spirit of global engagement and citizenship among students at the Pardee School and across all of Boston University.

Nine Strategic Goals

To be recognized as outstanding for its intellectual leadership, career-enhancing education, and global engagement, the Pardee School has identified a set of nine strategic goals that are doable and worth doing, and within them a set of 18 monitorable and measurable objectives.

We will pursue each goal in the larger context of the four substantive areas defined earlier: **Peace** | **Prosperity** | **Policy** | **Place**. In the broadest terms, we will do so by **(a)** strengthening and enhancing excellence in the first two areas (Peace and Prosperity), **(b)** organizing existing expertise in the third (Policy), and **(c)** reinforcing our regional offerings by developing better linkages with the rest of CAS and Boston University to ensure an abundance of offerings in the fourth area (Place).

The following sections list and expand on these goals. Although listed within the three areas of ambition — **Intellectual Leadership** | **World Class Education** | **Global Engagement** — to which they most directly relate, the goals are crosscutting and mutually reinforcing. None more so than the first goal, which is listed separately since it is not just reinforcing, but overarching.



Goal #1:
To house the BU Pardee School in one single location.

Currently, the various components of the Pardee School are spread over five buildings along the length of Bay State Road. This is far from ideal in creating the sense of community and common purpose that is so central to the school's vision. The leading schools of global affairs — much like other professional schools, such as business schools — tend to be housed in stand-alone buildings. The best of them are designed to encourage a sense of community, inculcate a spirit of interaction, and become a “venue” not only for the schools and their universities, but for larger global conversations. Being housed in an appropriate space is not simply a question of location, it is an important manifestation of our vision and a tool to achieve the school's ambitions.

Move to a Consolidated Space:

Moving to a space that befits and advances our mission is a critical goal for the Pardee School. Raising resources for an appropriate space to house the school will be our highest fundraising priority.



Posters from the Pardee School Inaugural Year Lecture Series adorn the main staircase of 152 Bay State Road, the original home of the Department of International Relations at Boston University.

Intellectual Leadership

To be recognized as a leading school of global affairs.

Hiring for Excellence: To achieve this objective, we will **(a)** raise donor resources for three new faculty lines (tenure track or professors of the practice); **(b)** use our endowment resources to recruit high-caliber distinguished visitors (fellows/faculty) to enhance our course offerings as well as public profile; and **(c)** explore establishing a small competitive post-doctoral program to complement teaching and enhance the research profile of our regional and thematic centers.

Goal #2: To build a faculty for excellence.

The Pardee School will maintain its tradition of excellence and relentlessly focus on recruiting and nurturing the best intellectual talent. The school will raise new resources for this goal.

Nurturing Talent: We will invest in intellectually nurturing the existing faculty, especially junior faculty, to reach their potential for excellence. The Pardee School will encourage and reward high-quality research that **(a)** exemplifies rigorous scholarship, of the highest standards, within and across disciplines while emphasizing policy relevance; **(b)** advances scholarly and public understanding of the causes, context, and possible solutions to challenges of global significance; and **(c)** draws on and links across a range of disciplines.

Expanding Excellence: The Pardee School will aim to grow its scholarly capacity through a mix of tenure-track, professor of the practice, distinguished visiting practitioners, and post-doctoral scholars. To do so, we will **(a)** seek to raise donor resources for three new faculty lines (tenure track or professor of the practice); **(b)** use our endowment resources to recruit high-caliber distinguished visitors (fellows/faculty) to enhance our course offerings as well as public profile; and **(c)** raise resources for a small competitive post-doctoral program to complement teaching and raise the research profile of the regional and thematic centers.



Faculty, from top row, left to right:
 Betty Anderson
 Ivan Arreguin-Toft
 Andrew Bacevich
 Cornel Ban
 Thomas Berger
 Houchang Chehabi
 Walter Connor
 Michael Corgan
 Susan Eckstein
 Joseph Fewsmith
 Kevin Gallagher
 Vesko Garcevic
 Erik Goldstein
 William Grimes
 Paul Hare
 Robert Hefner
 Renata Keller
 William Keylor
 Julie Klinger
 Margaret Litvin
 Robert Loftis
 Timothy Longman
 Noora Lori
 Igor Lukes
 Zoliswa Mali
 Jeremy Menchik
 Roberta Micallef
 Manjari Miller
 Judith Mmari
 Robert Murowchick
 Adil Najam
 Augustus Richard Norton
 David Scott Palmer
 Adela Pineda
 Wilfrid Rollman
 Kaija Schilde
 Vivien Schmidt
 Henrik Selin
 Jessica Stern
 Strom Thacker
 Joseph Wippl
 Michael Woldemariam
 John Woodward, Jr.
 Min Ye
 Catherine Yeh



Goal #3:
To attract high-quality, diverse, and committed students.

The Pardee School will invest in actively seeking, attracting, and recruiting students who have the potential and the drive to become the global leaders of tomorrow. We will purposefully seek students who **(a)** are of the highest intellectual caliber; **(b)** bring cultural, international, and disciplinary diversity; and **(c)** are committed to the school's ideal of advancing human progress.



This page, from upper left:

Students and faculty gathered for a Pardee School town hall meeting following the Paris terrorist attacks in November 2015.

Students engrossed in deep classroom discussion with Prof. Noora Lori.

Pardee School students tour the Boston Police Department headquarters as part of Prof. John Woodward's class on homeland security.

The Institute for the Study of Muslim Societies and Civilizations hosts a Muslim-American Fashion Show.

A Pardee School undergraduate student during her time studying abroad in Quito, Ecuador.

Students working together in the Pardee School Graduate Lounge.

Good food and good company at the "Taste of Pardee" undergraduate welcome event.

This page, from center:

A graduating student cap that brims with #PardeePride and a show of commitment to the school's mission.

Pardee School undergraduate students at the United Nations for the 2016 Winter Youth Assembly.

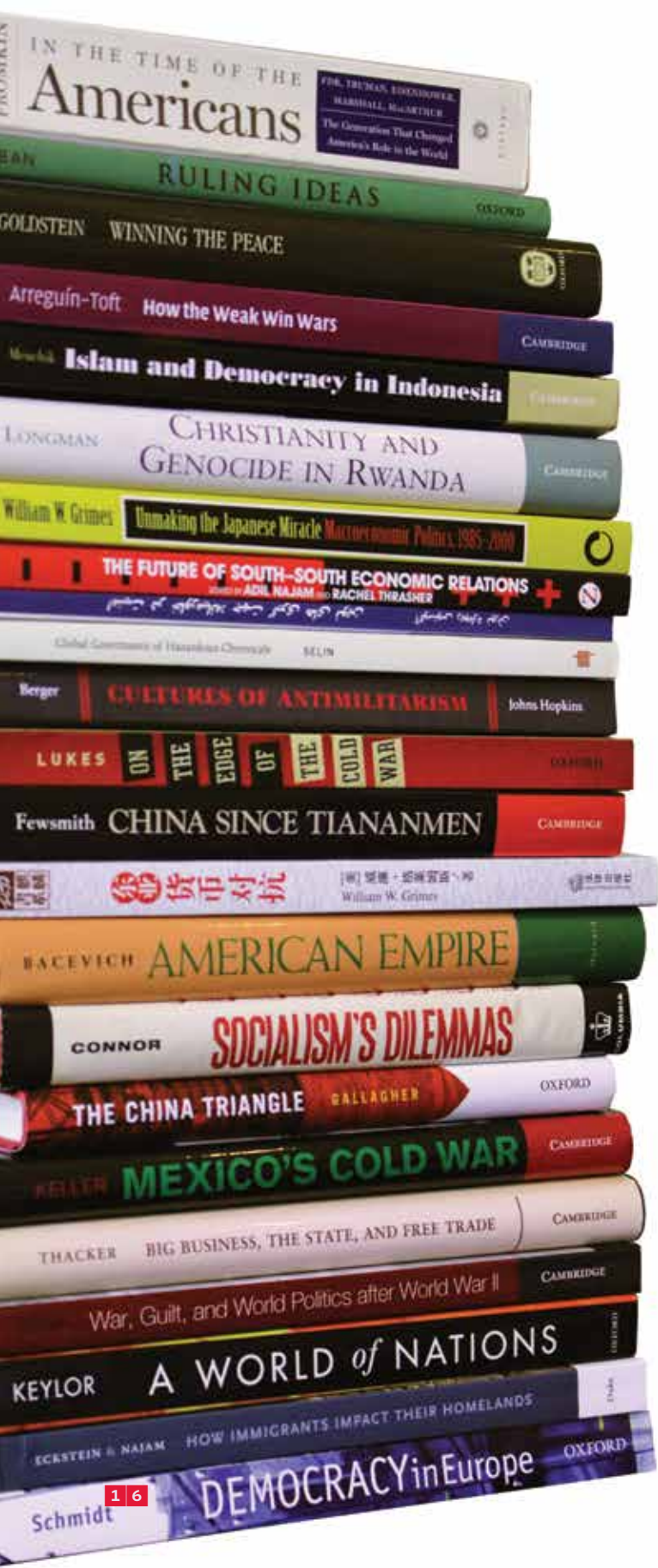
Students engage in an animated classroom discussion.

Expanded Graduate Program:

Improved recruitment will be a high priority at the graduate level. Concurrently with the curricular innovations described later, the school priority will be to invest in **(a)** aggressively recruiting prospective students who meet our key criteria (high-quality, diverse, committed); **(b)** to grow the graduate program to a size comparable with our peers; **(c)** to maintain healthy recruitment in all degree programs; **(d)** to provide all Pardee School graduate students with a sense of shared community and pride in their Pardee identity and its mission; and **(e)** provide improved career advice and support, leveraging the expertise of both staff and faculty.

Strengthened Undergraduate Program:

Our key objective is to build on the existing strengths of our undergraduate program and provide students with a career-defining educational experience. To do so, we will **(a)** pursue the best of BU students from across all disciplines and schools to enroll in our majors, minors, and classes; **(b)** create opportunities for undergraduates to fully utilize the school's curricular and co-curricular offerings; **(c)** create professional and skill development opportunities for undergraduates; and **(d)** provide improved career advice and support, leveraging the expertise of both staff and faculty.



Goal #4: To prominently place in academic and reputational rankings.

While major academic rankings (e.g., *US News & World Report*, *Times Higher Education*, etc.) do not currently rank schools of global affairs, there are a few significant rankings that professionals and prospective students consider important (e.g., *Foreign Policy*). The Pardee School has set for itself the goal of being prominently placed in these rankings, and to measurably improve its ranking over time. Concurrently, it will be the goal of each center within the school to be recognized as a national leader among its own peers.

Attain Full APSIA Membership:

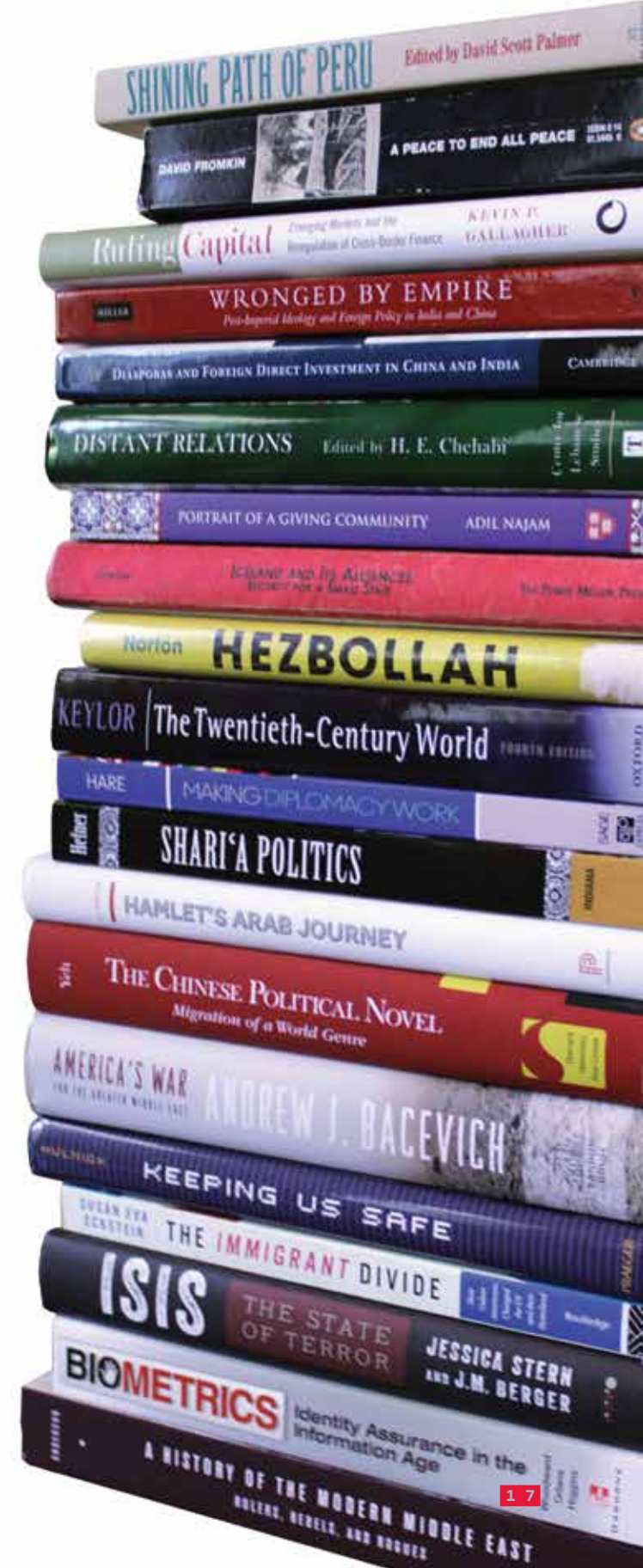
Full membership of the Association of Professional Schools of International Affairs (APSIA) is an important step toward this goal. As the representative organization of the leading professional graduate schools of international affairs, full membership of APSIA is a recognition of quality as well as an important gateway to leadership in professional education in global affairs. Prospective graduate students look towards full APSIA membership as a “seal” of quality. A number of important recruiting tools are open only to full APSIA members (e.g., selective recruiting fairs) or give significant advantage to full members (e.g., key web lists and portals). Important rankings in the field have also traditionally limited themselves to only analyzing full APSIA members. Currently, the Pardee School is an Associate Member of APSIA.

Support Research and Outreach:

The impact of scholarly as well as policy research at the Pardee School is a central pillar of the school’s mission and its reputation. The centers, institutes, and research initiatives housed at the Pardee School are vital vehicles for research support and outreach. The school will assist centers, institutes, research initiatives, and faculty with seed support to encourage enhanced research productivity and in attracting outside research resources.

Marketing, Communication, and Branding:

Recognition for new “brands” is never easy in higher education. The new Pardee School will invest in (a) strategic marketing to create a strong, clear, and positive persona for the Pardee School and its constituent units, both within and beyond Boston University, while (b) placing particular emphasis on graduate student recruitment, and (c) promoting and publicizing the quality of research and policy expertise of the Pardee School faculty and its affiliated centers and institutes.



Prolific and diverse: A selection of recent books by Pardee School faculty.

World Class Education

To be recognized for bold curricular innovation.

Establish a Pardee School Curricular Identity: While maintaining, celebrating, and possibly expanding the variety and diversity of programs that students at the Pardee School can pursue, all students (graduate and undergraduate) should be provided a basic level of shared experience, identity, and pride in the BU Pardee School and its mission. A full curricular review will consider ways of meeting this goal. As a professional school, we will include addressing student interest in bolstering professional skills and providing career enhancement opportunities.

Goal #5:
To offer an exciting, streamlined, and innovative set of undergraduate and graduate programs that respond to student interests and global trends.

The creation of the Pardee School provides us with a timely opportunity to refresh and reassess the slate of available degree programs and to proactively innovate and make them world class 21st century educational offerings. This will be done at both the undergraduate and graduate levels.

Review and Revise Degree Programs: A thorough curricular review will reveal opportunities to transform the existing programs along the following dimensions: **(a)** to capture the excitement of the Pardee School’s mission by aligning existing or new programs with the School’s identified areas of excellence; **(b)** to streamline existing programs into a relatively small set of clearly differentiated and individually robust programs that cultivate substantive individuality as well as shared community; **(c)** to identify innovative tools that can help differentiate offerings in skills and approaches available to our students; and **(d)** to develop a robust BA/MA program for the most qualified undergraduates in the school.

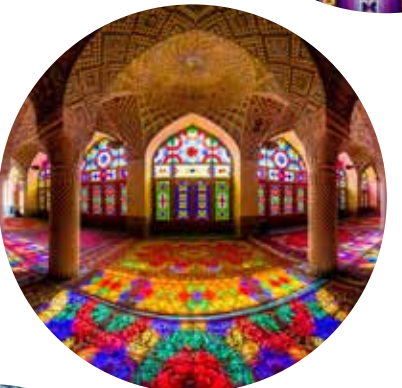
Explore a PhD Program: The Pardee School will explore the merits of offering a highly selective and focussed doctoral program that can serve the growing demand for global leadership positions in international institutions, both governmental and nongovernmental.

Goal #6:
To encourage pedagogical innovation that can give Pardee School students a distinctive advantage.

The Pardee School is committed to utilizing the university-wide resources available at BU and investing our own resources in providing curricular advantage to our students. The ability to offer “all of BU” to Pardee School students, especially graduate students, can be a major distinction since many of our competitor schools are structured as exclusive enclaves within their own universities. Boston University’s existing strategic thrust in this direction is a clear advantage. So is the fact that the Pardee School hosts cross-cutting and multidisciplinary regional and thematic centers. This goal will be pursued with the following investments:

Classroom Innovation: The Pardee School will incentivize faculty to adopt classroom innovations for emphasizing critical thinking as well as problem-solving skills (e.g., combined academic-practitioner teaching in relevant areas); systematic use of cross-listed and joint courses with other schools and departments at BU; systematic use of learning outcome assessments to improve mentoring and teaching outcomes. The Pardee School will work to be known for its technology-enabled pedagogy as a way to enrich student experience within and outside the classroom. We will work with the Digital Learning Initiative (DLI) to explore possibilities, particularly in the areas of technologically enabled international exchange, foreign student orientation, and classroom enrichment.

Global Study and Travel: The Pardee School will seek to enhance the opportunities and quality of the study abroad experience for all Pardee School students. We will work with the BU Study Abroad office in achieving this goal, especially through our regional studies centers. We will also work with our students in better preparing them to take full advantage of this most valuable experience. A key priority will be to raise resources for more research and study travel by graduate (MA) students. We will work with Study Abroad to offer more opportunities for MA students to study and intern abroad, especially in the Washington, D.C., and Geneva programs.



Global Engagement

To be a globally engaged community of public scholars.

Goal #7:

To make the BU Pardee School a recognized and admired venue that regularly convenes and actively engages the world's leading scholars and most inspiring practitioners.

To be a leading school of global affairs, the Pardee School will not only produce high quality scholarship and cutting edge policy contributions, but become a venue that can convene and attract the world's most inspiring intellectual talent and create novel opportunities for them to meaningfully engage with scholars and students at the Pardee School and across all of Boston University.

Make the BU Pardee School an Intellectual Destination: The goal of becoming a venue will, of course, be aided by the availability of adequate and appropriate space that befits the school's vision. However, at its core, this is about making the Pardee School an intellectual "destination" of choice that lures the most exciting thought leaders. Realizing this ambitious goal will require the ability to raise new support to regularly attract the very best global talent to interact with the Pardee School and BU scholarly community.

Nurture Centers of Excellence: The objective is to assist and enable centers, institutes, and initiatives associated with the Pardee School to become centers of excellence in their respective areas. This will include working with the centers to raise resources and assist them in becoming self-sustaining through expanded research portfolios. The school will support greater collaboration and interaction among the various centers. The centers are the principal conveners of talent and events within the school. The quality and substance of their activity and its match to the school's mission will set the tone for the direction as well as standards that the school aspires to achieve.



Former President of Latvia, Vaira Vike-Freiberga, visits the Pardee School and talks about the future of the European Union (EU) at the Center for the Study of Europe.

President of Niger, Mahamadou Issoufou, visits the African Studies Center to dedicate a new archive of Nigerien research.

U.S. Senator Sheldon Whitehouse (Rhode Island) holds a conversation with Dean Adil Najam on the global politics of climate change during a visit to the Pardee School.



Goal #8:
To assist, encourage, and reward faculty to become globally engaged and influential public scholars.

At the very core of a Pardee School that can actively engage with the world of global policy and practice at the highest levels of excellence, there must be a faculty that is encouraged and empowered to become the most respected, recognized, and influential public scholars in their fields.

Encourage and Reward Faculty for Global Engagement: Just as the faculty at the Pardee School will hold themselves to the highest standards of scholarship, they will also be held to the highest standards of global engagement and service: they will be celebrated for working towards solutions to major global challenges; for their active participation and influence on public debate; for being acknowledged as authorities by the media and by policymakers; for advising important national and

global institutions; for demonstrating a commitment to the school's mission of advancing human progress; and for the notable impact they can make in the real world. Growth in the influence and impact of the centers, institutes, initiatives, and research programs at the Pardee School will play an especially significant role in realizing this goal. The actualization of this goal can come only by applying the same sustained focus on quality to faculty's public engagement that is applied to faculty research.

Real-world challenges — including the refugee crisis, international security, global climate negotiations, and the growth of emerging economies — are at the center of Pardee School's teaching and research within and beyond the classroom.

Goal #9:
To establish recognition, identity, and pride in the BU Pardee School among its current and future alumni.

Although ours is a new school name for BU, there are, in fact, nearly 9,000 BU alumni who have graduated from the degree programs that are now part of the Pardee School. As with any professional school, our current and future alumni are a critical constituency whom we must keep engaged and who will build bridges of engagement between the School and the outside world.

Engage Current and Future Alumni:
 The Pardee School will embark on a concerted set of activities — designed and implemented with the Alumni Office — to systematically inform and engage with the alumni of the school. The goal is to begin building a network of pride and community around this newest professional school at BU. The school will invest in current students as future alumni and develop the habits of Pardee School pride and identity that they can take with them when they graduate.





The Journey Begins...

This is a living document. It sets out the foundational aspirations for the Pardee School and will serve as the measure of our actions. High as our ambitions are, we believe it is possible to make demonstrable progress toward them in a five-year framework (2015–2020).

The journey has already begun.

We have developed, and will continually refine, a set of measurable indicators to help monitor our progress. This will be the basis of devising the school's programmatic and budgetary priorities. We will monitor ourselves as a knowledge organization in comparison to our peer institutions; not simply in the spirit of competition, but always with a desire to learn. Annual reviews of how the Pardee School is doing on its three ambitions, four areas of excellence, nine goals, and eighteen objectives will be undertaken to assess progress and learn from the experience of implementation.

Our sight is clearly set on defining, through our actions, what it means to excel as a 21st century school of international affairs and global studies. Ultimately the success of the Pardee School strategic plan will depend on the success of the Pardee School people. The scholarship and pedagogy of our faculty, the professional and civic contributions of our students, and the effectiveness and diligence of our staff will be the final arbiters of our success.

The Pardee School is driven by the desire to create knowledge that can influence decision-makers and nurture leaders who can address the great global challenges of our times. This strategic plan — a foundational document of Boston University's newest school — is our road map for doing so.