

Yale University Global Strategy, 2019–2022

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Global engagement is core to Yale’s mission as one of the world’s great universities. Yale University’s global strategy furthers the goals outlined in the March 2018 report of the Provost’s Advisory Committee on International Affairs and the November 2018 report of the Provost’s Advisory Committee on the Future of the Jackson Institute.¹ The Committee on International Affairs proposed the following high-level aspirations that are both ambitious and attainable over the course of the next decade:

- Be the university that best prepares students for global citizenship and leadership
- Be a worldwide research leader on matters of global import
- Be the university with the most effective global networks

This paper outlines a global strategy for the next three years to help Yale achieve these aspirations. It is based on feedback to the earlier reports, budgetary and other resource considerations, and broader university priorities. The actions outlined here, taken across broad swaths of Yale, will enhance Yale’s global leadership in education and research. The following nine main actions will form the focus of the university’s global strategy for the next three years:

To prepare students for global citizenship and leadership:

- 1. Create the Yale Jackson School of Global Affairs, to open in 2022, with the goal of becoming one of the world’s leading centers for research and teaching on policy issues of maximum global importance.**
- 2. Continue Yale’s steadfast commitment to its international students and scholars, provide outstanding support for the international community on campus, and be the preferred destination for those coming to the United States for study and scholarship.**
- 3. Support international initiatives and activities across all Yale schools, including curriculum development, online education, and opportunities to enhance Yale’s global educational impact.**

¹ Online at https://world.yale.edu/sites/default/files/files/International_Affairs_Report_Final.pdf and https://provost.yale.edu/sites/default/files/files/JacksonReport_11_o8_2018.pdf, respectively.

To be a worldwide research leader on matters of global import:

- 4. Launch the Yale Institute for Global Health (YIGH) to improve and accelerate health and health equity for people worldwide through high-impact research and education.**
- 5. Advance world-leading Yale faculty research and practice on international matters such as arts, culture, economy, society, law, and the environment in coordination with Yale's academic priorities in the arts, humanities, social sciences, and other fields.**
- 6. Champion international collaboration on scientific and scholarly endeavors, especially in those areas prioritized by the University Science Strategy.**

To be the university with the most effective global networks:

- 7. Strengthen connections between Yale's campus in New Haven and Yale's major overseas collaborations, programs, and centers, such as Yale-NUS College in Singapore, Yale Center Beijing, and the Paul Mellon Centre for Studies in British Art in London.**
- 8. Enhance international communications and deepen engagement with Yale alumni, friends, prospective students, and other stakeholders abroad.**
- 9. Extend mutually beneficial global partnerships and networks, especially where Yale has strong historical ties and successful collaborations already underway.**

SPECIFIC ACTIONS PREPARING STUDENTS FOR GLOBAL CITIZENSHIP AND LEADERSHIP

1. Yale Jackson School of Global Affairs

Create the Yale Jackson School of Global Affairs, to open in 2022, with the goal of becoming one of the world's leading centers for the study of policy issues of maximum global importance.

- *Faculty hiring:* The faculty recruited to form Jackson's core should represent the same high level of excellence as the university's top departments and should in fact raise those standards. It is more important to hire the best faculty than to fill positions quickly. We expect that it may take up to a decade to arrive at a full complement of approximately thirty professors. The university should measure Jackson's success in terms of the excellence of the faculty attracted and retained. Some of the founding faculty may be existing Yale faculty who are jointly appointed either temporarily or permanently to Jackson. Given the long-term horizon for attracting faculty, the main goal for the next three years is to attract several top candidates and make initial offers.

- *Research leadership:* As Jackson develops, its faculty members should be known for their leadership in research with policy implications. This should be measured according to traditional academic impact, with special consideration for academic work that can be translated into policy improvements. We expect that the presence of practitioners and students will strengthen the research of the faculty and will allow that research to have greater relevance to policy making. Unlike some policy schools, however, Jackson will emphasize traditional academic criteria rather than, for example, publication in non-academic journals. Our academic leaders should seek to translate their results for the broader policy audience, but they should continue to produce field-leading, peer-reviewed, original research. Because research quality cannot be easily evaluated on an annual basis, we propose a review in five years' time to measure overall quality of research output.
- *Educational programs:* Global issues are becoming increasingly complex and therefore require multidimensional approaches and solutions. Jackson's course offerings leverage Yale's well-established tradition of strength in the four cornerstone disciplines of global affairs (history, law, political science, and economics) and the unmatched academic diversity of faculty drawn from across the university. We are in the process of reviewing the master's degree curriculum and considering creation of an M.P.P. (Master of Public Policy) degree in Global Affairs to replace the current M.A. (Master of Arts). We would implement the new curriculum over the next two years.
- *Joint degrees:* One of the great strengths of the Yale ecosystem for global affairs is the presence of leading professional and graduate schools. Jackson will develop more joint programs with these schools and ensure that the best students are attracted to them. There is also a need for a fifth-year program that will allow Yale undergraduates to pursue a master's degree at Jackson. These should be introduced within the next three years.
- *Greenberg World Fellows Program:* The World Fellows program attracts talented and accomplished leaders from a wide range of professions and perspectives to spend the fall semester at Yale, where they further develop their visions of how to make the world a better place through a weekly seminar, salon, and classes; and improve their communication skills through training in negotiations, persuasion, and media. Over the next three years – and driven by its values and vision – the program will develop new partnerships and platforms to enable its network of over 300 fellows to remain connected with Yale globally and to amplify the contributions they make locally to foster the “good society.”

2. Students and Scholars

Continue Yale's steadfast commitment to its international students and scholars, provide outstanding support for the international community on campus, and be the preferred destination for those coming to the United States for study and scholarship.

- President Salovey has issued a strong statement about Yale's steadfast commitment to its international students and scholars.² Yale continues to advocate for government policies that support the ability of international students and scholars to study and work in the United States.
- Yale encourages all admissions offices to consider applicants on their merits, without regard to nationality, while also recognizing that in order to make this goal a reality in some professional schools the university may need to fund additional financial aid for international students. (Many key funding sources are limited to domestic students.) The Vice President for Global Strategy has convened a task force of representatives from all Yale admissions offices to assess admissions practices, successes, and challenges, including the need for additional financial aid resources. The group has discussed ways they can help each other as well as whether any common resources would be valuable. Undergraduate admissions officers report that often a quarter of questions they receive at international recruiting events concern graduate and professional programs. The task force is considering ways that current outreach activities can support other schools, such as preparing a one-page brochure to hand out at events.
- The Office of International Students and Scholars (OISS) continues efforts to support international students and scholars who may face immigration challenges, including DACA (Deferred Action for Childhood Arrivals) and undocumented students, and to advocate for improved U.S. immigration policies and processing.
- The Global Network for Advanced Management (GNAM) is only six years old and has already proven to be a valuable resource for Yale School of Management and the other thirty member business schools. SOM will continue to seek opportunities to use the network in new ways, in particular to support collaborative research.
- Yale's four schools of the arts – Art, Architecture, Drama, and Music – are among the most global of Yale's professional schools. Faculty and students in each build on long histories of international engagement while addressing topics and techniques that transcend national boundaries. Many regularly perform or exhibit abroad. Today, these schools have four of the five highest international student enrollment percentages among all the schools at Yale, recruit leading scholars and practitioners from around the world, and send students abroad regularly as part of their educational experiences.

² See <https://president.yale.edu/yale-s-steadfast-commitment-our-international-students-and-scholars>.

They will continue to explore curricular, artistic, and faculty exchanges with leading global partners.

- Yale Law School has made a vital contribution to the development and professionalization of the legal academy across the globe. Its graduate education program, which brings in twenty-five to thirty LL.M. (master's) students and seven to nine J.S.D. (doctoral) students each year, nearly all of them from abroad, provides full need-blind financial aid and specifically targets future legal academics. Its graduates sit on the highest courts in their lands, and they staff the very top law schools everywhere from Brazil, Chile, and Argentina to Germany, Israel, India, Australia, and the Philippines. Yale Law School's need-blind and academic focus is unique among our peers, and Yale intends to remain the gold standard for academic law across the globe.
- The Graduate School of Arts and Sciences (GSAS) continues efforts to expand its exchange programs with international partners in order to support collaborative faculty and graduate student research. GSAS currently has over twenty formal agreements with institutional partners in Europe and Asia and hopes to expand geographically in the future.
- New dual-degree programs will be explored with selective institutions. Such programs already exist with Shanghai Jiao Tong University, Tsinghua University, and Zhejiang University (all in China) in public health and environment, as well as with several business schools that are members of the GNAM. These programs can serve as valuable ways to identify outstanding students who are excellent candidates to complete their studies at Yale.
- The Yale Young Global Scholars (YYGS) program will expand from slightly under 2,000 participants attending sessions at Yale to 2,400 in summer 2020, when the program will move to Old Campus. The expansion will feature the return of a recently created, humanities-focused session, "Literature, Philosophy, and Culture," and a new cross-disciplinary session titled "Solving Global Challenges," in addition to popular social science and science sessions. YYGS will look to expand somewhat in subsequent summers while continuing to remain highly selective in admissions.
- The Office of International Affairs (OIA) will support some small, targeted recruitment efforts for the next three years. The first is a meeting called Seminars in Biomedical Sciences, organized in Brazil by Yale professor Marcelo Dietrich. This three-day seminar series brings together investigators from Yale and top universities in Brazil. The goal is to highlight cutting-edge science research and identify talented students.
- OIA worked with Yale's Biological and Biomedical Sciences (BBS) program to launch a joint effort with the Brazilian Federal Agency for Support and Evaluation of Graduate Education (CAPES) to recruit top graduates from institutions in Brazil and partially fund their studies at Yale. This is similar to the China Scholarship Council–Yale World

Scholars Program in Biomedical Sciences, launched in 2006, through which a total of 211 top graduates from nine premier institutions in China have received offers of admission to Yale and 162 have enrolled. To date, thirty-seven have received a Ph.D. and five have earned a master's degree. OIA and BBS have started work on a similar program for top Korean students. OIA will work with GSAS to explore opportunities for similar programs in a limited number of FAS fields.

- OIA and Yale Conferences & Events are refining their support for short-term, nondegree programs in order to expand programs that enhance Yale's reputation and impact in targeted areas and to assist schools and units that do not have their own teams for these programs. (Current programs include the China-Yale Advanced University Leadership Program and the Leadership Forum for Strategic Impact, a program for senior African women leaders.) They are currently working with Yale School of Medicine to create a program for medical school and hospital leaders at Xiangya School of Medicine in China.

3. Curricular Initiatives

Support international initiatives and activities across all Yale schools, including curriculum development, online education, and opportunities to enhance Yale's global educational impact.

- Yale College will continue to collaborate with the Jackson Institute for Global Affairs on the Global Affairs major and the Global Health multidisciplinary academic program.
- Yale College's Center for International and Professional Experience will develop innovative new study abroad programs that foster interdisciplinary study and experiential learning.
- The university will continue support for language learning and promote further study through innovative curricular approaches. Yale has a history of leadership in foreign language pedagogy, a strong undergraduate language requirement, and a wide-ranging program in less-taught languages.
- Yale Divinity School has identified several strategies for creating greater opportunities for interfaith engagement with other schools and departments within Yale as well as around the world. For example, the school plans to establish a yearly travel seminar to an international site of active faith-to-faith encounter. The school's mission statement emphasizes its commitment to "scholarly engagement with Christian traditions in a global, multifaith context."
- Yale currently offers twenty-four massive open online courses (MOOCs) on the Coursera platform. Our portfolio has collectively enrolled more than 1.8 million learners, with approximately 40% of those learners coming from outside North America. We plan to continue this expansion and consider strategies for continuing to reach a global audience.

- A one-year certificate program is offered through the Center for Business and the Environment at Yale, jointly sponsored by the Schools of Forestry & Environmental Studies and Management. The key objective of this program is to help professionals understand the interplay of the financial, technological, and socioeconomic drivers in financing and deploying clean energy. The initial cohort of seventy-six students began the one-year program in August 2019. The program will be reviewed after three years and assessed as a potential model for other certificate programs.
- The Climate Change and Health certificate program of the Yale School of Public Health equips learners to address the mounting threat of climate change by enabling them to plan strategies to increase their communities' resilience to the adverse health consequences of climate change and motivate positive changes in climate-related behaviors. In order to meet these objectives, the school recruits a diverse group of learners in each cohort. Although we are considering changes for future versions of the program to increase the number of international students, the first two iterations attracted students from seventeen countries other than the United States, including Mozambique, Fiji, Nigeria, Botswana, and India.
- The Vice President for Global Strategy and the Poorvu Center for Teaching and Learning are working with the Yale Alumni Association to develop a new approach to Yale online course offerings. Priorities for which courses to develop will center on best serving the interests of alumni and appealing to a general audience, such as a series focused on Yale's strengths in the humanities. Another strand is courses that support the professional schools in educating students who are not able to move to New Haven, such as the hybrid D.N.P. (Doctor of Nursing Practice) degree program offered by the School of Nursing or the online Physician Associate program offered by the School of Medicine.

SPECIFIC ACTIONS SUPPORTING WORLDWIDE RESEARCH LEADERSHIP ON MATTERS OF GLOBAL IMPORT

4. Yale Institute for Global Health

Launch the Yale Institute for Global Health (YIGH) to improve and accelerate health and health equity for people worldwide through high-impact research and education.

- The YIGH is the focal point for global health at Yale, bringing together expertise and knowledge from across campus with partners around the world. With a center of gravity close to the Yale Schools of Medicine, Nursing, and Public Health, YIGH represents a university-wide mission. By actively collaborating across disciplines and seizing opportunities for innovation, YIGH aims to speed the translation of new scientific discoveries into better health for all.

- *Faculty affiliation and mentorship:* The YIGH will provide support for Yale faculty and trainees to successfully compete for funding for research and programs focused on global health. In addition, YIGH is nurturing interdisciplinary networks of faculty focused on child health, malaria, noncommunicable diseases, planetary health, vaccines, and research and programs in Uganda. Further, in early 2020 YIGH will launch a competency-based mentorship program for Yale faculty who are interested in establishing or strengthening global health research partnerships.
- *New global health programs:* To promote new research and programs in global health at Yale, YIGH sponsors:
 - the Hecht Global Health Faculty Network Award, which is focused on funding activities that are critical to the initiation of new research and work in international settings;
 - the Sustainable Health Initiative, a global health entrepreneurship accelerator for early stage start-ups striving to impact the world through social, health, and environmental solutions based in India;
 - fellowships that will prepare the future generation of global health professionals through a comprehensive, multifaceted program;
 - a program in ethics where the ethical aspects of global health clinical, research, and educational opportunities pursued by Yale students, faculty, and their global health partners will be discussed and addressed.
- *Summer program:* Yale Summer Session is launching a joint program in global health with Central South University's (CSU) Xiangya School of Medicine in China. The program will bring together fifteen undergraduates from each institution for six weeks in the summer. Yale has a long connection with CSU dating back to when the Yale-China Association helped to found Xiangya Medical College in 1914.
- *Medical student opportunities in China:* The Yale School of Medicine Office of International Medical Student Education is exploring opportunities to expand its Medical Student Program to Advance Leadership and Scholarship beyond Xiangya School of Medicine. The program allows students enrolled in China to spend two years at Yale broadening their research and clinical experience as physician scholars-in-training. Discussions are underway to expand this program to Shanghai Jiao Tong University School of Medicine.

5. Research on International Matters

Advance world-leading Yale faculty research and practice on international matters such as arts, culture, economy, society, law, and the environment in coordination with Yale's academic priorities in the arts, humanities, social sciences, and other fields.

- The committee identified a broad set of research topics on specifically international matters in which Yale has the potential to provide unique leadership and to prepare our

students for lives of service and leadership on the global stage. These include the health of the planet and of global populations; the governance and institutions of society; the growth and inclusiveness of economies; and the study, preservation, and creation of culture. The committee recognizes that Yale schools, departments, and faculty are in the best position to determine the most promising and productive areas for research in their fields, but allocation of some resources to encourage collaboration across disciplines and schools may enhance Yale's overall impact.

- Yale will seek new ways to use the university's convening power to improve international engagement through educational, cultural, and diplomatic exchanges that connect Yale researchers to national and international policy makers and scholars. Noteworthy examples include the Jackson Institute's programs with former secretaries of state John Kerry and Henry Kissinger and programs organized by former president of Mexico Ernesto Zedillo through the Yale Center for the Study of Globalization, which generate high impact and visibility. Yale's many visiting scholar programs, such as the Fox Fellowships, also strengthen such networks with more junior participants.
- The MacMillan Center continues to strengthen connections across schools through its area studies councils and programs and, where it makes intellectual sense, to encourage collaborations that cross traditional geographic boundaries. For example, in fall 2018 the Council on Latin American and Iberian Studies sponsored a conference on the future of Brazilian studies in the United States that was attended by faculty from numerous schools and departments at Yale and other universities. The conference featured an emphasis on health, environment, urban, and collaborative research while maintaining a strong focus on the humanities and social sciences. Plans include publishing a book of proceedings, entitled *The Road Ahead*. Similar efforts focused on South Asia may be timely in the next three years given the arrival at Yale of several prominent faculty who work in the region.
- The Provost's Office will seek ways to foster collaborations and connections among Yale's many institutions focused on international matters – such as departments in the Faculty of Arts and Sciences, the Jackson Institute, MacMillan Center, International Security Studies, Brady-Johnson Program in Grand Strategy, Institution for Social and Policy Studies, Economic Growth Center, International and Development Economics, the Paul Tsai China Center at Yale Law School, and the Gruber Program for Global Justice and Women's Rights at Yale Law School.
- The Gruber Program annually invites international faculty to give seminars on timely issues and will explore ways to expand the impact of these sessions. The program also convenes the Global Constitutionalism Seminar every fall, bringing together judges and justices and academics from around the world; while the seminar is closed to the public, there are sessions open to YLS students.

6. Science Strategy

Champion international collaboration on scientific and scholarly endeavors, especially in those areas prioritized by the University Science Strategy.

- Yale will continue to integrate science, technology, engineering, and mathematics (STEM) disciplines and entrepreneurship into the university's global efforts.
- Yale receives substantial support for projects and programs having an international dimension. The university will continue to facilitate international research partnerships that may provide opportunities for expanding Yale's research impact, for example by offering larger populations for clinical trials or viewing humanistic disciplines in a more international light. Of particular importance are STEM fields and fields associated with innovation and entrepreneurship. OIA is working to share with partner universities around the world the priorities outlined by the University Science Strategy Committee:³ integrative data science; quantum science, engineering, and materials; neuroscience, from molecules to mind; science of inflammation; and planetary solutions. The focus will be both on current strategic partners and on expanding appropriate collaborative research, student exchanges, and dual-degree programs.
- The Institute for the Preservation of Cultural Heritage (IPCH) will work to develop new programs that link IPCH and Yale expertise with heritage communities worldwide, and create innovative educational and professional development programming in countries outside of North America and Europe.
- OIA will complete a canvass of government- and foundation-sponsored scholarship programs and establish a formal relationship with these programs as needed to facilitate support for students.
- The Gruber Science Fellowship will continue to be used to recruit top international science graduate students, among others.

SPECIFIC ACTIONS SUPPORTING EFFECTIVE GLOBAL NETWORKS

7. Overseas Collaborations, Programs, and Centers

Strengthen connections between Yale's campus in New Haven and Yale's major overseas collaborations, programs, and centers, such as Yale-NUS College in Singapore, Yale Center Beijing, and the Paul Mellon Centre for Studies in British Art in London.

- As noted above, OIA will focus efforts on a small number of strategic partner institutions such as University College London, NUS, and Monterrey Tec. OIA will continue support for activities, especially in Africa and China, with institutions (universities and other organizations) where collaborations advance university priorities.

³ Online at <https://provost.yale.edu/news/report-university-science-strategy-committee>.

- The New Haven office of Yale-NUS College will lead renewed efforts to support the symbiotic relationship between Yale-NUS College and Yale University through frequent faculty and student exchange and the development of shared programs. It will encourage study at Yale-NUS College by Yale College students through fellowships and support faculty proposals for specific courses of study, for example an urban studies program that leverages Singapore. These efforts will continue the university's leadership in the development of liberal education throughout Asia and beyond.
- Yale Center Beijing has become an important center for informal exchange as well as a site for sharing Yale's research and educational programs with a broad Chinese audience. Yale Center Beijing and Yale-NUS College will look for opportunities to collaborate so that more events may be held allowing faculty to share their expertise with audiences in Asia.
- The Paul Mellon Centre for Studies in British Art in London, while continuing its core research role of championing new ways of understanding British art history and culture, will also enhance programs such as Yale in London that offer educational opportunities to Yale students, and will serve as Yale's "embassy" in the United Kingdom.
- The university has a number of more specialized projects around the globe, generally advancing the research priorities of the faculty and frequently also offering educational opportunities for students.

8. Communications

Enhance communications and deepen engagement with Yale alumni, friends, prospective students, and other stakeholders internationally.

- The Office of Public Affairs and Communications (OPAC), the Yale Alumni Association, and OIA will develop and coordinate an effective strategy for communication with opinion leaders and alumni abroad. Enhancing Yale's reputation around the world is crucial to many aspects of the university's mission, from admissions recruiting and fundraising, to government relations and collaborations. Communications staff working in the Division of Global Strategy will work closely with OPAC to support its communications priorities, including the recently launched YaleToday e-newsletter.
- The university will work with programs such as the Greenberg World Fellows and Fox Fellowship to deepen engagement with current and past fellows.

9. Partnerships

Continue to build mutually beneficial partnerships and networks, especially where Yale has strong historical ties and successful collaborations already underway.

- OIA has crafted and will continue implementation of a formal Africa Initiative strategy and is preparing papers on strategies in other regions.
- OIA has identified partner universities in most regions of the world with which Yale already has strong relationships and where it would be relatively easy to expand collaboration. Faculty who are seeking university partners are encouraged to consult OIA. OIA will develop a staffing model in which director-level staff will be responsible for managing each of these relationships in partnership with faculty members.
- The university will continue to seek out partnerships and networks that transcend particular regions. One such partnership is Yale's collaboration with the Smithsonian Institution's international programs. Examples of such networks cofounded by Yale include the GNAM and the Global Consortium for the Preservation of Cultural Heritage. Another is the International Alliance of Research Universities, launched in 2006 to allow administrators of leading universities worldwide to learn from each other through staff exchanges, sharing best practices on a wide range of topics, and benchmarking projects.

COORDINATION OF EFFORTS

The strategies described above and other international projects must be adequately supported.

- The International Operations and Compliance Committee (IOCC) will continue to support projects abroad, focusing in 2020 on possible infrastructure needs to support faculty research in India and Uganda. Other countries may warrant similar attention. Where we do not have a physical presence, IOCC will continue to make best possible use of partnerships with other universities and NGOs to facilitate and support the work of faculty and students.
- Yale continues to support international travel safety and security through responsibilities coordinated by OIA, risk management, and Yale Health. Yale's travel assistance program has transitioned from UHC Global to International SOS (ISOS). With ISOS, the Yale community gains access to more robust travel safety resources, including additional training and travel intelligence options and, in most cases, supplemental out-of-country medical care coverage. All Yale community members will continue to be automatically enrolled in Yale's travel assistance plan for business, educational, and pleasure travel. The IOCC will consider the merits of creating a position or unit dedicated to the safety and security of Yale travelers.

- The university's new International Research, Programs, and Activities policy supports international research while also monitoring risks and ensuring compliance with laws, regulations, and ethical principles.⁴ The Vice President for Global Strategy, working with the IOCC and the Vice Provost for Research, will continue to mitigate risks while expanding the university's global reach as one of the world's leading research institutions.

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Vice President and Vice Provost for Global Strategy

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⁴ Online at <https://your.yale.edu/policies-procedures/policies/7000-international-research-programs-and-activities>.

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