



# STRATEGIC PLAN 2018-2023

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Kroc Institute for International Peace Studies

# OVERVIEW, MISSION, AND VISION

The Kroc Institute is one of the world's premier peace institutes and a center of knowledge and expertise on the causes of violent conflict and the paths to peace in the twenty-first century.

Now, as part of the Keough School of Global Affairs, the Kroc Institute continues to grow and extend its work and reach, focusing on the intrinsic relationships among cutting-edge peace research; superb undergraduate and graduate instruction based on peace studies pedagogy; and effective public service to local communities, governments, transnational and international organizations, and educational and religious institutions.

At the Kroc Institute, all of these activities are organized around the concept of strategic peacebuilding, a method of placing the world's finest intellectual, spiritual, and material resources at the service of communities striving to escape the cycles of conflict, poverty, violence, and war.



**KROC INSTITUTE**  
FOR INTERNATIONAL PEACE STUDIES



Bogotá, Colombia

The Kroc Institute defines strategic peacebuilding as the creation and nurturing of constructive relationships across ethnic, religious, class, gender, and racial boundaries for the purpose of transforming structures and social, political, and cultural dynamics that promote discrimination, inequality, hatred, war, and other forms of violence. This new strategic plan reaffirms Kroc’s commitment to strategic peacebuilding as the central organizing concept of its work.

The Kroc Institute’s mission to identify and advance strategies for making peace by peaceful means resonates with the Catholic intellectual and ethical traditions at the heart of the University of Notre Dame. The ethos of strategic peacebuilding embraces a preferential option for the poor; stands in solidarity with victims of oppression, discrimination, and other forms of injustice; and strives

to serve the common good rather than any partisan or ideological faction. Strategic peacebuilding also resonates with fundamental United Nations concepts and policies on peace, including “conflict prevention,” “sustaining peace,” and “post-conflict peacebuilding.” The Kroc Institute is well placed to make a major intellectual contribution to the elaboration and implementation of these ideas.

The Kroc Institute envisions a normative order in which governments, international institutions, and transnational organizations empower rather than subordinate local communities in their efforts to build a sustainable and just peace. At the heart of the Institute’s research, teaching, outreach, and practice lies the belief in reciprocal and constructive relationships between and within the local and the global.

## Kroc's last strategic plan (2009-2014) emphasized three main goals:

- » Become a recognized world leader in research on the causes of violent conflict and strategies for building peace.
- » Extend and enhance graduate education in peacebuilding and peace research.
- » Lead peace studies and peace research into the mainstream of U.S. higher education, political discourse, and policymaking.

All three goals have been achieved with varying levels of success, and they continue to be part of the Institute's ongoing work. Kroc has established itself as a global leader in peace research. Thanks to its successful Ph.D. program, Kroc has gained a reputation as a leader in peace studies graduate education. Mainstreaming peace studies into academia and policymaking remains central to Kroc's work and mission and will continue to be its focus in the next five years and beyond.

This new 2018-23 strategic plan is based on the conviction that, in order to increase its excellence and impact, the Kroc Institute must respond to the pressing domestic and global challenges to peace by extending the scale and scope of the four fields of Kroc's work: research, education, practice, and outreach.

The Institute needs to advance cutting-edge research, encourage interdisciplinary work, and increase the visibility and dissemination of its publications. Kroc needs to continue to develop its undergraduate and graduate academic programs and support a vibrant peacebuilding network among alumni. The Institute must enhance its outreach and practice, connect theory with practical work, and continue to enhance its leadership at the intersection of scholarship and peacebuilding practices. As a global leader in the field, Kroc must also expand its working relationship with peace studies programs in the United States and abroad and seek opportunities for collaboration in research and education.

As one of the central units of the Keough School of Global Affairs, the Kroc Institute amplifies the School's focus on responses to poverty, war, disease, political oppression, environmental degradation, and other threats to dignity and human flourishing. Indeed, the Kroc Institute's decades of research, teaching and practice can enrich the concept of Integral Human Development, which is the centerpiece of the Keough School's mission.

As part of the Keough School, the Kroc Institute sees immense opportunities to further develop and enrich its fields of work. Kroc's global leadership in peace studies advances the reputation of the Keough School, and the success of Kroc is intrinsically tied to the success of Keough.

## GOALS

1. Enhance cutting-edge research and continue to develop global leadership role in interdisciplinary peace research
2. Ensure that Kroc Institute research has a significant impact on peace policy and practice
3. Develop Kroc's educational programs to consolidate the Institute's reputation as a global leader in peace education



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Master of Global Affairs International Peace Studies concentration student Karis Ailabouni ('20)

# RESEARCH

## GOAL I

Enhance cutting-edge research and continue to develop global leadership role in interdisciplinary peace research

As a multidisciplinary Institute, Kroc has expanded the boundaries of the field of peace studies in the past decade and has established itself as a leader in peace research. In the next five years, Kroc will continue to support the work of its individual faculty and further develop research projects which are already central to its agenda, including the study of post-conflict peace accords and religion, conflict, and peacebuilding. Additionally, Kroc will initiate new interdisciplinary research on intersectionality and peacebuilding and climate-induced conflicts. Kroc will group its research projects around specific topical clusters, underscore them within its educational programs, and develop a communications strategy to highlight them as central components of the Institute's research profile.

## STRATEGY 1

Encourage interdisciplinary research and support individual Kroc faculty working at the intersection of different methods and disciplines

One of the primary pillars of strength at the Kroc Institute is its diverse, multidisciplinary faculty who employ various approaches and methodologies in their individual research projects and attract talented students from diverse disciplines. While the strategic plan envisions expanding specific collaborative research efforts and establishing new topical clusters, Kroc will continue to support and encourage the research and practice of its individual faculty members. To that end, Kroc will place even greater emphasis on the importance of the work of its faculty, including research on social movements; post-conflict peacebuilding through development; aid and youth mobilization; restorative justice; the psychological effects of conflict-related trauma; conflict induced by climate change; and the causes and prevention of mass violence. Currently the Kroc Institute consists of 12 teaching and research faculty, nine special professional faculty, and three research professors. In addition, 66 faculty fellows from across Notre Dame colleges and departments support and expand the Institute's research profile.



Associate Professor Ann Mische



Ph.D. student Angela Lederach, Associate Professor Catherine Bolten and Ph.D. student Drew Marcantonio

## OBJECTIVES:

- Focus **new faculty hires** on gender and peace studies, the study of peace accords, and the relationship between environmental degradation and climate change, on the one hand, and conflict and peacebuilding, on the other. The Institute will strive for gender and racial diversity in all of its future hires.
- Highlight the interdisciplinary work of Kroc and the multiple methodological languages employed by its faculty by **convening a conference** to articulate and showcase the Institute's current research profile. The intellectual discussions at this event will inform the **publication of a new book** that will display the current research conducted at Kroc. Faculty will be encouraged to co-author articles with graduate students, alumni and/or colleagues to enhance cross-disciplinary and cross-generational collaboration.
- Revamp the **Faculty Fellows Program** by reaching out to faculty across Notre Dame from various departments and disciplines in order to establish new partnerships on campus. In particular, the Institute will seek to collaborate with Notre Dame faculty working on areas that are central to Kroc's strategic plan.
- Refocus the **Visiting Fellows Program** by inviting junior and senior scholars whose research corresponds with Kroc's priority research foci. These fellows will work in collaboration with Kroc faculty and graduate students and be involved in the intellectual life of the Institute.
- **Build bridges with other Keough School units to expand research collaboration.** Invite Keough faculty from other units whose research is relevant to Kroc's agenda to become fellows of the Institute and contribute to Kroc's research and educational programs. Ensure that future Kroc hires are undertaken as part of the larger, integrated Keough School research and policy agenda.
- **Secure external grants to support Kroc's research priorities.** The Institute will continue to expect its faculty to secure external funds to support their work as a demonstration of their leadership in their respective fields and a reflection of Kroc's preeminence in peace research.

# RESEARCH

## STRATEGY 2

### Expand research on peace accords and their implementation

The **Peace Accords Matrix (PAM)** has become one of the Institute's most important and visible research initiatives. The PAM database is a unique source of qualitative and quantitative longitudinal data on the implementation of 34 comprehensive peace agreements negotiated from 1989 to 2012. It is home to the largest existing collection of implementation data on comprehensive intrastate peace agreements. The PAM Project is comprised of researchers and practitioners seeking to promote and facilitate a higher order of integration between these domains.

One of PAM's central initiatives is the **Barometer Program**, which offers support in the implementation of comprehensive peace agreements. Through the Barometer Program, the PAM team is entrusted with the responsibility for technical verification and monitoring of the implementation of the Colombian peace accord. It involves Kroc staff and a mobile team of peacebuilders working in Colombia. Designed to provide contemporaneous whole-of-agreement implementation monitoring capacity, it is complementary to official monitoring mechanisms. The project utilizes scholarly research to support peace accord implementation and is developing significant innovations in peace accord monitoring research that could be applicable to other peace processes in the future. The Kroc Institute will maintain and expand the work of PAM while enlarging and sustaining the Barometer Program.

Members of the PAM team in Colombia. From left, David Cortright, Borja Paladini Adell, Carolina Naranjo, and Rebecca Gindele





Members of the PAM team at the Kroc Institute offices in South Bend, Indiana. From left, Madhav Joshi, David Cortright, Laurel Stone, and Jason Quinn

#### OBJECTIVES:

- Hire a **director** for PAM and the Barometer Program as a special professional faculty to lead the policy and administrative aspects of these projects.
- Hire a **teaching and research faculty member** to lead the scholarly work of PAM and the Barometer Program.
- Closely **monitor ongoing peace processes** around the world (i.e. in Myanmar and South Sudan), identify strategic partnership opportunities to assist ongoing processes, and expand the Barometer Program when opportunities arise.
- Integrate PAM into Kroc's Ph.D. program by recruiting doctoral students to work on PAM and the Barometer Program; hire a post-doc researcher to assist in PAM research and data collection on partial peace accords.
- **Provide internship and work study opportunities** for Kroc students in the Barometer Program on the Notre Dame campus and in Colombia.
- **Enhance PAM's data collection, research, and assessment** to make it more accessible to researchers, policymakers, and the general public.

# RESEARCH

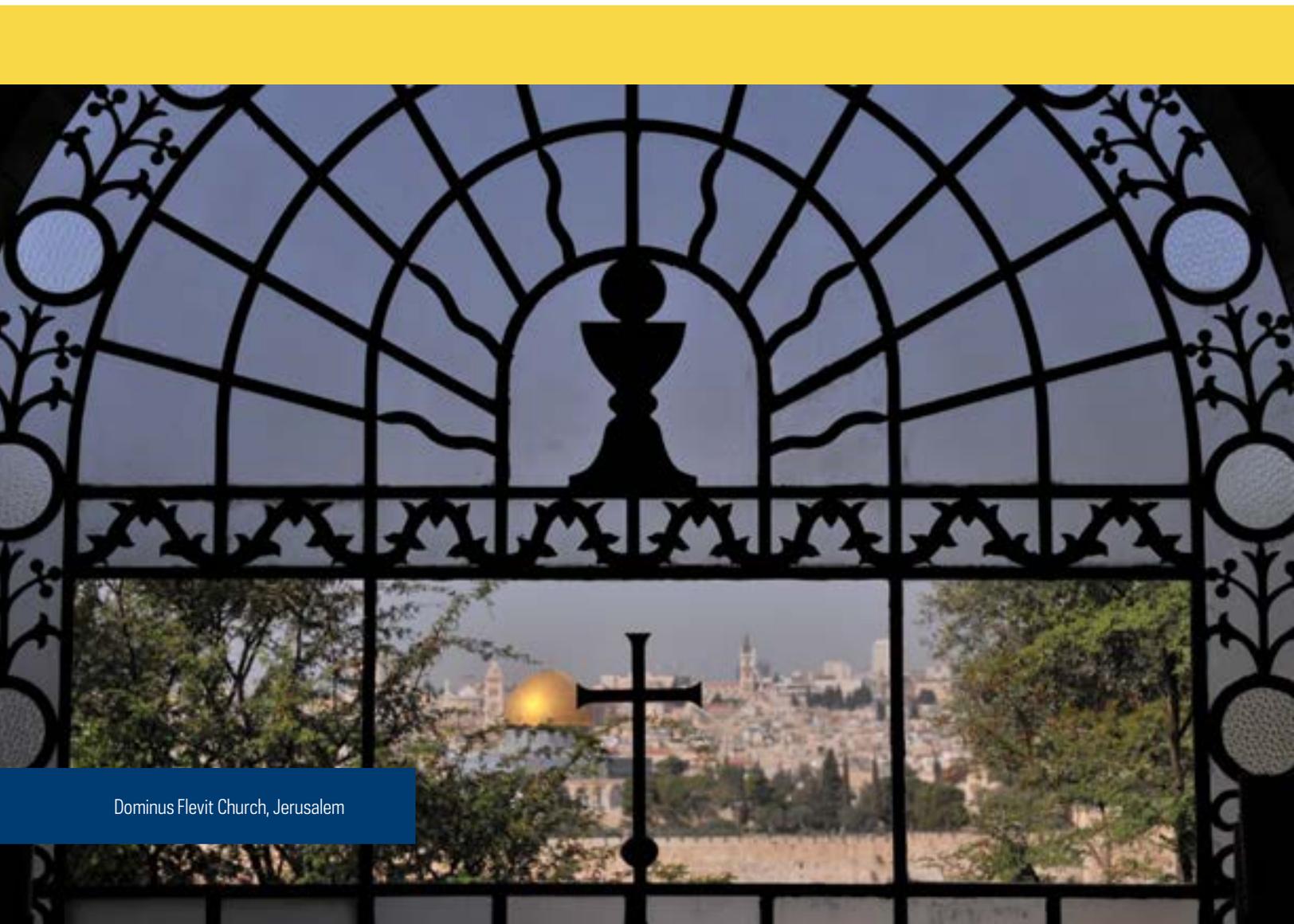
## STRATEGY 3

### Enhance research on religion, conflict and peacebuilding

The Kroc Institute has already established its reputation as a leader in the field of religion, conflict, and peacebuilding. Through targeted hiring of scholars of religion and the creation and ongoing work of the global research initiative **Contending Modernities (CM)**, the Institute has made the study of religion, violence, and peace, as well as inter- and intra-faith dialogues, central to its research agenda.

The **Catholic Peacebuilding Network (CPN)**, headquartered at Kroc, is another central component of the Institute's focus on religion and peacebuilding. Through its voluntary network of practitioners, academics, clergy, and laity, CPN seeks to enhance the study and practice of Catholic peacebuilding in areas torn by conflict.

The creation of the Keough School provides significant opportunities to expand and enhance the Institute's scholarly agenda as it relates to religion, conflict and peacebuilding. With the opening of the **Ansari Institute for Global Engagement with Religion**, the Kroc Institute will seek opportunities for collaboration on scholarly research related to religion and peacebuilding in relationship to a variety of topics, including migration and displacement; law and policy; and nationalism, populism, and strategic peacebuilding. Kroc and Ansari will collaborate on the management and continued development of Contending Modernities.



Dominus Flevit Church, Jerusalem



Professor Ebrahim Moosa and a Madrasa Discourses participant at the Qatar National Library in Doha.  
Photo: Qatar Foundation

#### OBJECTIVES:

- CM will generate a **book series** covering its ongoing research topics including science and the human person; authority, community, and identity in sub-Saharan Africa and Indonesia; global migration and the new cosmopolitanism; and **Madrasa Discourses**, focusing on conciliation of traditional Islamic thought with contemporary scientific and philosophical worldviews.
- CM will launch a new research initiative, **Reexamining Religion and Modernities**. The proposed study involves taking seriously the “nation” or the embodied and embedded meanings and set of practices involved in authorizing and contesting the political infrastructure of the state. The objective of this initiative will be to gain an understanding of how religious meanings, religious actors, and ethical norms relate to urgent, persistent and emerging sites of conflict, contestation, violence and peacebuilding in pluralistic contexts.
- CPN will coordinate a comprehensive research initiative to **conduct a broad longitudinal reflection of Catholic Relief Services’ (CRS) peacebuilding programs to determine their cumulative impact** while also identifying approaches that may be replicated across contexts.
- Kroc will **expand initiatives in faith-based restorative justice, reconciliation, and trauma healing** at a local community level. The aim will be to integrate teaching, student engagement, and community-based research with South Bend and Chicago religious and community-based peacebuilding programs.

# RESEARCH

## STRATEGY 4

### Establish a research cluster on intersectionality and peacebuilding

Intersectionality has become a key conceptual framework and method of identifying the complexities of overlapping identities of often-marginalized groups (such as African-American women navigating both racism and sexism or LGBTQ and religious minorities confronting gender and religious biases). Intersectional peacebuilding seeks to identify these overlapping identities and cultivate the causes and conditions for justice for those who suffer intersectional forms of domination and repression.

While there are various intersectional identities, race and gender are widely recognized as two of the most prominent drivers of violence and conflict on both local and global levels. Peace studies is a central field for investigating the ongoing legacies of racism and sexism, providing needed analysis of the dynamics of power structures and their contribution to violence. Peace studies scholars and practitioners are increasingly using the lenses of gender and race to diagnose problems and generate constructive solutions. The Kroc Institute will make intersectionality, including attention to race and gender, one of the central themes of its research and teaching agenda, with the intention of becoming a leader in this area of inquiry.

Melissa McCauley (M.A. '14) in Gulu, Uganda





Contending Modernities program manager, Dania Straughan, and Dr. Rana Dajani in Doha, Qatar.  
Photo: Qatar Foundation

#### OBJECTIVES:

- Hire a junior teaching and research faculty member whose research focuses on gender and peacebuilding. Each year, invite a visiting fellow whose research engages intersectionality and peacebuilding.
- Group existing research and teaching that engages gender and race into a focused topical cluster on “intersectionality and peacebuilding.” Faculty working on class, uneven distribution of resources, and intersectionality will also be invited to become part of this initiative. Through this cluster, the Institute will attract faculty fellows from across Notre Dame who can advance work on intersectionality; host ongoing discussions and events; and ultimately produce published research that contributes to the field.
- Seek opportunities for collaboration with other Keough and University units that focus on race and gender, such as the Liu Institute for Asia and Asian Studies, the Ansari Institute for Global Engagement with Religion, the Gender Studies Program, and the Department of Africana Studies.

# RESEARCH

## STRATEGY 5

Increase the research and teaching focus on climate change and on environmental challenges to human security and global stability

Climate change has increasingly posed existential threats to human security and global stability. Environmental crises are closely tied to security crises, making the study of climate change one of the most pressing topics peace researchers should focus on in order to better understand the causes and dynamics of climate-induced conflicts and inform policy that could reduce the effects of climate change, thus preparing humanity to address current and future environmental challenges.

In order to retain its leadership role and remain relevant in the field of peace and conflict studies, the Kroc Institute must make the study of climate change, conflicts, and violence one of the central features of its research agenda and educational programs.

Leah Landry (B.A. '17) and Vincent Ogoti (M.A. '17)





Ph.D. student Emily Maiden talks with Gilbert Chizukuzuku, a village headman (chief), in Dowa, Malawi.

#### OBJECTIVES:

- Hire a junior teaching and research faculty member whose research focuses on conflict, environment, and climate change.
- Each year, invite a **visiting fellow** who works on the intersection between peace studies, climate change, and policy analysis.
- Seek opportunities for collaboration with units on campus that focus on the environment, sustainability, and climate change, such as the Environmental Change Initiative and Sustainability Studies. Particular focus will be put on collaboration with other units of the Keough School as part of its plan to launch a research initiative on environmental policy, politics, and sustainable development in the spirit of Pope Francis's encyclical on the environment, *Laudato Si': On Care for Our Common Home*.

# POLICY AND PRACTICE

## GOAL II

Ensure that Kroc Institute research has a significant impact on peace policy and practice

The Kroc Institute sees practice and policy as integral components of its mission and vision. Its faculty members conduct research that addresses real-life problems to reduce violence and enable constructive change at all levels of society, from local communities to national and international institutions. The Institute supports the model of the reflective scholar-practitioner peacebuilder, whose research and practical work in peacebuilding reinforce one another.

The Institute will develop strategies to ensure that its research has a significant impact on policy and practice in the fields of peacemaking and peacebuilding. This will entail building partnerships with relevant national and international policymaking bodies (e.g., the United Nations, regional organizations, the U.S. administration, and governments in conflict zones) and undertaking research, training, and other activities that meet their needs.

2013 M.A. graduates Engy Said, Daniya Baisubanova and Mina Rizk in Washington D.C.

## STRATEGY 1

**Establish a mediation program** that aims to become an internationally recognized center of excellence for research, training, teaching, policy, and practice on international mediation. A professor of the practice who specializes in international mediation will lead the mediation program. It will offer the opportunity for undergraduate and graduate students to specialize in the fields of mediation, preventive diplomacy, and conflict resolution, and will provide opportunities for post-doctoral fellows to further develop their research and practical skills in mediation. It will also forge partnerships with the United Nations and regional organizations and national bodies that engage in peacemaking; convene public seminars for policymakers concerned with peacemaking in major conflicts; and promote and publish research on international mediation.

## STRATEGY 2

**Create a policy and practice cluster that brings together the existing research of individual faculty members as well as joint research projects (such as PAM, CM, and CPN) to highlight, extend, and deepen the policy and practical applications of their work.**

This cluster will provide higher impact and visibility for the work of Kroc's scholar-practitioners. The leader of this cluster will sit on the Keough School standing policy committee. Kroc curricula in all three academic programs will emphasize training-in-practice courses and a communications strategy will be developed to highlight the scholar-practitioner cluster. The Institute will offer training in the practice of conflict transformation and conflict resolution facilitated by its faculty who specialize in these fields.



### STRATEGY 3

Enhance the work, partnerships, and reach of the Policy Studies Program through web-based and more traditional policy briefs, articles, symposia and conferences that address contemporary issues and challenges in the United States and around the globe. The Policy Studies Program is part of the Keough School Global Policy Initiative. Keough provides opportunities for growth in the fields of practice and policy analysis. Some of Kroc’s faculty already collaborate with broader Keough initiatives in policy and practice, such as “Toward Goal 16: Peace, Justice and Strong Institutions.” Kroc will develop additional avenues of collaboration with Keough’s broader practice and policy initiatives, as well as with other units in the School, such as the Kellogg Institute for International Studies and the Notre Dame Initiative for Global Development.

### OBJECTIVES:

- Forge partnerships with relevant policymaking bodies and undertake research, training, and other activities that meet their needs.
- Seek external grants to support the establishment and development of the mediation program.
- Emphasize training-in-practice courses in Kroc curricula for all three academic programs
- Develop a communications strategy to highlight the scholar-practitioner cluster.
- Hire a director of Policy Studies to coordinate Kroc’s policy initiatives, from conferences to symposia and policy papers. The director of Policy Studies will work in collaboration with the associate dean of policy and practice at the Keough School.

# EDUCATION

## GOAL III

Develop Kroc's educational programs to consolidate the Institute's reputation as a global leader in peace education

For over 30 years, Kroc's educational programs have been the beating heart of the Institute. They embody the vision of Fr. Theodore Hesburgh, President Emeritus of Notre Dame, and Joan B. Kroc, who together sought to establish a peace institute that would educate and equip peacebuilders with effective tools to confront injustices and work for transformative and sustainable peace at local, national and global levels. Now comprising a network of over 1,600 graduates, Kroc alumni continue to embody this vision,

forming a web of exemplary peacebuilders working in academia; private and government sectors; and international, national and local organizations across the globe. In the next five years, Kroc will place particular attention on its three academic programs with the conviction that, in order to maintain its leadership role as a premier peace institute, it must continue training its students to face twenty-first century challenges to justice and peace.

Adrien Niyongabo (M.A. '17) and Associate Professor David Hooker





Members of the M.A. Class of 2017, with two Ph.D. students from Notre Dame's College of Engineering.  
M.A. students from left, Clint Niehus, Katie Coldwell, Becca Williams (Mendez), Evelyn Otwili Akullo, Vincent Ogoti and Mohammad Al-Essa

# EDUCATION

## UNDERGRADUATE PROGRAM

In 2018, the undergraduate peace studies curriculum at Notre Dame is celebrating its thirty-fifth anniversary. Initially launched as a College of Arts and Letters concentration in response to a 1983 pastoral letter from the U.S. Catholic Bishops, Kroc's undergraduate supplementary major and minor in International Peace Studies has expanded on Fr. Hesburgh's early vision for peace studies education. It has consistently been one of the Institute's strongest programs. In line with Notre Dame's goal to "offer an unsurpassed undergraduate education that nurtures the formation of mind, body, and spirit," Kroc's undergraduate program has provided students with the means to explore questions of peace, violence, and justice, domestically and internationally.

Kroc's undergraduate program will maintain its substantive curricular integrity and identity as distinct, but also complementary with and contributing to the Keough School's new undergraduate program in global affairs which will include a peace studies concentration. Kroc faculty will continue to teach core peace studies courses and serve within the undergraduate program.

Undergraduate students at the 2016 Student Peace Conference. From left, Sarah Tomas Morgan, Phillip Wilson, Alison Lodermeier, and Emma Borne





Ernesto Verdeja, Kroc's director of Undergraduate Studies, and students Maria Orellana Muniz, Aurelia Vaiana, and Amber Grimmer

#### OBJECTIVES:

- **Expand student enrollment in the program.** Program recruitment will require new forms of outreach, such as using student “ambassadors” to promote peace studies in residence halls and in informal settings; developing a podcast series of student interviews with faculty, external experts, or other peace studies students; and holding more talks, flash panels, and public events that attract the broader student body.
- **Integrate faculty (both core and faculty fellows) as student advisors and mentors.** Expand opportunities for students to work on faculty and Institute research projects.
- **Increase opportunities for students to engage in the practice and policy work of Kroc.** In addition, develop ties with Keough faculty practitioners in other units who work on peace and conflict issues.
- **Deepen the overall sense of community in the undergraduate program** by improving its visibility and impact across campus and using events such as the undergraduate peace conference to enhance its esprit de corps.

## EDUCATION

### MASTER OF GLOBAL AFFAIRS, INTERNATIONAL PEACE STUDIES CONCENTRATION

In 2017, Kroc's Master's in Peace Studies, which had been a central educational program of the Institute for over 30 years, was incorporated as a concentration within the new Master of Global Affairs (MGA) program of the Keough School. This change has brought both challenges and opportunities for Kroc.

Over the next five years, Kroc's major goal will be to ensure successful integration of the International Peace Studies (IPS) concentration into the MGA while at the same time retaining and advancing the Institute's commitment to and engagement with IPS students. In addition, it will be important for Kroc to bring the perspective of peace studies to bear on the overall intellectual discussion within the larger MGA program.

Members of the 2019 Master of Global Affairs International Peace Studies concentration cohort.  
From left, Alyssa Paylor, Parusha Naidoo, and Mujahid Osman





Members of the 2019 Master of Global Affairs International Peace Studies concentration cohort. From left, Aminata Karim, Loyce Mrewa, Rhea Silvosa, and Malalai Habibi

## OBJECTIVES:

- **Retain the Institute’s commitment to the global diversity of master’s students**, giving special attention to applicants from the global south. The program will continue to limit the percentage of students accepted from any one geographical region, and additional efforts will be made to recruit students from underrepresented sectors, particularly students of color from the U.S. and students from Latin America.
- **Increase the participation of peace studies faculty within the IPS concentration and the broader MGA program.** This engagement will include not only teaching courses, but also serving on curricular committees and advising students so that the insights from peace studies are broadly disseminated.
- **Sustain the relationship and identity of IPS students with Kroc, while ensuring full integration into the MGA program.** The identity of the peace studies students within the MGA program will be enhanced through designating students in the concentration as “Kroc Scholars” and connecting them with the Kroc alumni network.
- **Expand opportunities for students to engage in practice work relevant to peace studies**, by building new relationships with international organizations that will host students as interns. A particular focus will be in developing a new field site placement in the Myanmar-Bangladesh region. Kroc will continue efforts to secure opportunities for local practice experiences that master’s students can undertake while on campus.

# EDUCATION

## DOCTORAL PROGRAM

The last strategic plan of the Institute, written in 2009, put major emphasis on the consolidation and expansion of Kroc's doctoral program, established one year earlier. Now, a decade after launching this program, it stands as one of the most successful endeavors of the Institute. Kroc's doctoral program now partners with six Notre Dame departments (Anthropology, History, Political Science, Psychology, Sociology, and Theology) and has established a strong record of placing its graduates in both academic and non-academic jobs.

### OBJECTIVES:

- **Develop a graduate peace studies certificate**, which will allow doctoral students from graduate programs across campus to take core peace studies classes. This initiative will expand the work of Kroc at Notre Dame, bring more students to peace studies graduate classes, and build bridges with other educational programs in Keough and beyond.
- Ensure that **doctoral dissertations** written by Kroc students are promoted and publicized as part of the research output of Kroc.
- **Recruit doctoral students** to work on the Peace Accords Matrix initiative and write their dissertations based on its dataset.
- Increase the diversity of the student body by recruiting internationally and from minority groups within the U.S.

### OVERALL STRATEGIES TO ADVANCE KROC'S ACADEMIC PROGRAMS:

- **Invest financial and human resources** to support and expand Kroc's three academic programs.
- **Integrate research priorities** into the curricula of the academic programs.
- Strive to **increase international and domestic student diversity** in all programs.
- Cultivate a select group of **faculty fellows** to teach peace studies core courses.
- **Create opportunities for students from all programs** to interact and collaborate with each other academically and socially.



From left, Ph.D. students Katherine Grein, Katie Scrafford, Assistant Professor Laura Miller-Graff and Ph.D. student Jude Ash

# ADDITIONAL PRIORITIES

## SUMMER INSTITUTE

The **Kroc Summer Institute for Faculty (SI)** is a one-week program for university and college faculty who would like to develop a new peace and justice studies program, or take their existing peace studies courses and program to the next level of design and rigor. Since its inception a decade ago, the Summer Institute has enrolled more than 100 different institutions and 350 faculty members from five different continents. Creating and sustaining the SI was identified as a priority in the last Kroc Strategic Plan so that the Institute would “seed the field” and become a thought and program leader in university peace studies. Since 2013, Kroc has partnered with the United States Institute of Peace to extend the reputation and reach of the Summer Institute.

In November 2017, sections of the program were delivered in partnership with the Catholic Peacebuilding Network in Entebbe, Uganda, for over 60 academic colleagues from East African Catholic Colleges and Universities. In June 2018, a special Summer Institute program took place in Bogotá for faculty from more than a dozen Colombian colleges and universities.

The SI will continue to be a central component of the Institute’s outreach. In the next five years the Summer Institute will:

- **Adapt its approach, substantive message, and material** in faculty and curriculum development in a way that responds to changing interests at U.S. academic institutions for multi-disciplinary attention to issues of local and global violence and injustice.
- **Respond to the emergence of peace studies programs in Africa, Asia, and Latin America.** Deliver a contextualized version of SI outside the U.S. at least once every two years. Kroc alumni will be included in these programs, both as participants and as instructors, whenever possible.
- **Invigorate the attendance of Kroc faculty fellows and Ph.D. students** as attendees and/or staff of the SI.
- **Cultivate new leadership for the SI** among Kroc’s core faculty.

## GLOBAL PARTNERSHIPS

In order to extend the work of Kroc globally, the Institute will identify a select group of peace studies programs around the world to form collaborative partnerships. Kroc will seek to develop faculty and student exchange programs, reciprocal visiting fellowships, and joint research projects with global partners. These partnerships will facilitate the work of Kroc globally and will advance its leadership role in peace research and education.

This global outreach is in line with the internationalization efforts of the University and the mission of the Keough School of Global Affairs to coordinate and advance Notre Dame’s global aspirations. By working within the Keough School and with Notre Dame International, the Kroc Institute will take advantage of these efforts and strive to play a role in Notre Dame’s global growth.



Attendees at the Summer Institute for Faculty

## ADDITIONAL PRIORITIES

### ALUMNI NETWORK

After 30 years of undergraduate and graduate education, the Kroc Institute now has a powerful resource in the form of more than 1,600 alumni around the world. The goals of the Kroc Institute's alumni program are to support the development of a professional peacebuilding network by connecting alumni with each other and with the Kroc Institute; to engage alumni with the Institute's research, academic programs and policy work; and to identify opportunities for Kroc to leverage alumni impact in diverse fields.

More than 90 percent of the more than 600 graduate alumni across 100 countries are connected with the Kroc Institute through email and social media. The core foundation of the data continually updated by Kroc regarding alumni contact information and employment is used to answer the question, "What do students do with a degree in peace studies?" Alumni data has been used to develop a popular "wheel" graphic illustrating strategic peacebuilding career paths, as well as an interactive online map highlighting alumni jobs around the world.

### OBJECTIVES:

- Work with Kroc and Keough School communications teams to **develop more alumni stories** and expand their reach through multiple forms of media. Expand communications with and among alumni through e-newsletters, social media, and emerging technologies.
- **Expand use of online alumni mapping**, both by making the strategic peacebuilding wheel interactive and developing an online alumni map for undergraduate alumni.
- **Improve the alumni database** to strengthen data integrity, management efficiency, and staff access.
- **Include former visiting fellows** in the alumni network through data gathering and communications outreach.



## COMMUNICATIONS STRATEGY

As the Kroc Institute embarks on this new five-year strategic plan and vision, it will be essential to find ways to amplify and extend the reach of the Institute through new communication strategies that bolster the Institute's status as a world leader in strategic peacebuilding research, policy, and education.

The Kroc and larger Keough School communications team will focus on enhancing existing communications channels and launching new initiatives to reach priority audiences that include academics within and beyond Notre Dame; policymakers; current students and alumni of Kroc and Notre Dame; prospective students; worldwide peace practitioners and educators; and other supporters of the Kroc Institute and the Keough School.

### OBJECTIVES:

- Strengthen the overall brand and consistency of Kroc Institute programs and publications.
- Build on the strength of the existing Kroc Institute website ([kroc.nd.edu](http://kroc.nd.edu)) to create a dynamic, high traffic hub of information and resources for scholars, policymakers, educators, and students.
- Rely on multimedia storytelling (using print, web, and video mediums) to highlight the work being done by Kroc Institute faculty, students, and alumni.
- Emphasize the use of new media technologies (social media, webinars, live streaming, podcasts) to amplify the reach of existing programs, events, student work, and resources.
- Leverage existing Notre Dame and Keough School channels to strengthen internal and external media relations.
- Collaborate with the Kroc events program manager to heighten the impact and reach of events and to move attendees toward a role as "Kroc ambassadors," advocating for the Institute's work in their own circles of influence.

2018 Distinguished Alumni Award winner, Mai Ni Ni Aung (M.A. '03)

Jerusalem



## ADDITIONAL PRIORITIES

### ADVISORY BOARD

Kroc's Advisory Board plays a central role in supporting the Institute's work and enhancing its financial well-being. As Kroc has become one of the central units of the Keough School, the Advisory Board continues to perform the role of ensuring Kroc's integrity and reputation as a premier peace institute, as envisioned by Fr. Hesburgh and Mrs. Kroc, while at the same time facilitating successful integration into the School.

In the next five years, three Kroc alumni—one each from the undergraduate, Master's and Ph.D. programs—will be invited to serve on the Advisory Board to give Institute graduates an advisory voice in planning for the Institute's future. A senior peace studies scholar will also be invited to serve on the Advisory Board, with the ultimate goal of creating an effective spectrum of Advisory Board members who hold leadership positions in public, business, religious and scientific affairs, as well as peace studies scholars and practitioners.

The Advisory Board's role in fundraising will continue to be central to its goals in order to provide financial support and connection to donors and potential donors. Board members deem the Kroc Institute a philanthropic priority and make annual gifts commensurate with their capacity. This participation allows the Institute and the board to credibly solicit contributions from foundations, organizations, and individuals.



Kroc Institute Director, Asher Kaufman, Advisory Board Chair, Patrick Danahy, and Director of Undergraduate Studies, Ernesto Verdeja, congratulate Molly Burton (B.A. '18) at the 2018 peace studies undergraduate commencement ceremony.

# NEW RESOURCE REQUIREMENTS FOR 2018-2023 STRATEGIC PLAN

The strategic plan proposes five new faculty hires over the next five years: three as tenure teaching and research lines and two as special professional faculty. Of the five faculty hires, four positions would require new funding. In addition to hiring faculty, one additional staff member is included in the strategic plan. This staff position, an academic program assistant, will provide administrative support across all of Kroc’s academic programs. This position will replace a previous position that was budgeted for in the past and will not require a new revenue source. The new faculty hires provide an opportunity to cultivate new funding, particularly with donors who have an affinity for the new topical clusters and the new mediation program. Below are the positions will require funding within the next five years.

ENDOWMENT REQUIREMENTS	(in millions)
<b>FACULTY</b>	
Director of Mediation	\$3.0
Director of Policy Studies	\$3.0
3 new junior faculty positions (\$3 million each)	\$9.0
Gender and peacebuilding	
Environmental degradation and climate change	
Post-conflict peace accords	
<hr/>	
<b>TOTAL</b>	<b>\$15.0</b>



Attendees and presenters at the 2017 Summer Institute for Faculty



Anton Murra (M.A. '12) in Mindanao, Philippines



Ph.D. student Garrett Fitzgerald talks with 2018 Student Peace Conference co-chairs, Elizabeth Hascher (B.A. '18) and Erin Prestage (B.A. '18)

R. Scott Appleby, dean of the Keough School, addresses supporters of the Madrasa Discourses initiative in the new Keough School meditation room





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