**Question 2: Strategic Planning**

*Task: Describe the unit’s strategic goals and aspirations, linking them to the priorities set by the chancellor and the provost.*

The strategic goals for the International Affairs Program (IAFS) reinforce CU Boulder Chancellor Philip DiStefano’s three strategic imperatives: shaping tomorrow’s leaders, being the top university for innovation, and positively making an impact on humanity. We consider our goals in all these areas to be interrelated as well as foundational to our direction over the next decade.

First, we seek to shape tomorrow’s leaders through the creation of a BA/MA track in International Affairs, with the possible first step of an MA in International Affairs. IAFS has offered an interdisciplinary undergraduate major since its inception, and a BA/MA is a natural extension of our undergraduate teaching program. Such a track would deepen students’ understanding of common world problems and diverse perspectives and further develop their critical thinking skills. We have laid the foundation through a graduate certificate in International Affairs, approved in Spring 2019. Interdisciplinary graduate study in international affairs is not currently offered at CU Boulder and we anticipate high demand among our very best and prepared students based on the success of our undergraduate honors program. We aim to bring the same rigor to our BA/MA track as our undergraduate major: the graduate track would require fourth year proficiency in a foreign language and possibly a field work component such as study abroad. We will work with cognate departments to ensure their comfort with undergraduates in the graduate courses by devising a rigorous admissions procedure and carefully selecting candidates. The BA/MA is the top strategic goal for IAFS. A graduate program would necessitate an expanded faculty, with at least 1 FTE fully rostered in IAFS for graduate faculty.

Second, we see IAFS as an important contributor to innovation at CU Boulder. We have developed globally-focused and interdisciplinary approaches in all aspects of our program that provide the basis, we believe, for an innovative center on campus. The Academic Futures Committee on Interdisciplinary Teaching, Research and Creative Works has recommended that the campus should establish Academies, the educational equivalent of research institutes, to serve as a hub and community home for large interdisciplinary themes. IAFS is a natural participant for such an Academy, centered on global themes. We see an Academy focused on global issues as a possible path to a new school at CU Boulder. In 2014, IAFS proposed that a new School of Global Studies (SGS) be established within the College of Arts and Sciences, but bureaucratic problems left it stillborn. Its mission was to incorporate humanities and social science research, education, and service in global issues under one roof. The SGS would combine languages, history, literature, and culture with policy and contemporary interests, fostering a pioneering educational and research agenda in the College and across campus. We envision the SGS as a focal point of a global crossroads of ideas, and a leader in meeting the
challenges of a diverse world. The SGS had significant support in the Social Sciences and Arts and Humanities divisions, and we wish to begin a campaign for it once again.

Third, we wish to make a positive impact on humanity by expanding our fundraising activities in support of global experiences for our students. Our main fundraising project for the past decade has been the prestigious Global Grant scholarships for study abroad, which helps students immerse themselves in diverse cultural settings. To date, we have raised almost half a million dollars and disbursed over one hundred Global Grants. A key aim is to raise awareness of the Global Grants program to campus and system administration, including the offices of the CU President and the CU Boulder Chancellor. We also plan to increase our scholarships so that every International Affairs major may receive $5000 towards study abroad. In service of these goals, we want to develop more of our own International Affairs Global Seminars. At present, IAFS has a successful Global Seminar to Bordeaux, France, and we are launching one on Migration, Human Rights, and Conflict in the Mediterranean as part of the IAFS-housed certificate in Peace, Conflict, and Security Studies in 2020. We intend to add Global Seminars, supported by Global Grant scholarships, to locations outside of Europe and to include strong thematic content in the humanities and social sciences, all with the objective of bringing the world to CU, and vice versa.