



# STRATEGIC PLAN, 2023-2028

 Global Development Policy Center





An aerial photograph of a city skyline, likely Miami, featuring several prominent skyscrapers and a dense urban landscape. The entire image is overlaid with a solid red color. In the foreground, a large stadium with a distinctive roof structure is visible. The text "Policy research for a better world." is superimposed in the lower right quadrant in white font.

Policy research  
for **a better world.**

## LETTER FROM THE DIRECTOR

### REFLECTIONS ON THE FIRST FIVE YEARS



Thank you for being part of the Boston University Global Development Policy (GDP) Center's first half decade, and we look forward to propelling to our first decade. It is hard to believe that it has been five years since former United Nations Secretary-General Ban Ki-moon charged us to become an interdisciplinary, rigorous and University-based think tank that is also a policy engaged 'do' tank working to provide evidence-based contributions to sustainable development. Following the Secretary-General's charge in 2017, the GDP Center forged a mission to advance policy-oriented research for financial stability, human well-being and environmental sustainability across the globe. As the inaugural Director of the GDP Center, I am proud to report that we have 'done' a lot!

In our first Strategic Plan, we set out five strategic pillars: to foster a broad global development policy community of faculty, students and staff at BU; to advance interdisciplinary, scholarly knowledge by BU faculty and researchers; to engage in global policy dialogue and strategic communications; to provide experiential learning experiences for Boston University students and to build a global support base for success.

In many ways, the GDP Center surpassed these goals in its first five years. The GDP Center has fostered a vibrant development community across the University, hosting 192 events that attracted 19,494 attendees and creating four pioneering research initiatives that directly involve 22 core faculty and 38 affiliate faculty members across campus. In terms of advancing knowledge, GDP Center research has directly resulted in 137 journal articles that have a field weighted impact factor that is significantly above the average for BU as a whole and commensurate with peer centers that have been decades in the making. We have made significant policy impacts in women's empowerment and maternal health, global financial stability, climate change and development finance. In doing so, the GDP Center has supported 162 students through pre- and post-doctoral fellowships, research assistantships, communications fellowships and Summer in the Field Fellowships that provide important experiential learning opportunities for BU students. This work attracted, catalyzed and was propelled by over \$20 million in sponsored research and alumni giving. An illustrative list of some of the accomplishments across the GDP Center's first set of strategic pillars includes:

- **Pillar 1: Foster a global development policy community at Boston University.** The GDP Center is now a focal point for 22 core faculty and 38 affiliated faculty across the BU campuses. The GDP Center has hosted 192 events, the bulk of which were on-campus prior to the COVID-19 pandemic, cumulatively drawing upwards of 19,494 attendees across BU faculty and students and virtual



audiences from around the world. Of these events, the GDP Center has also hosted 32 academic workshops or conferences, with over 800 attendees.

- **Pillar 2: Advance scholarly knowledge of global development policy.** The GDP Center established four research initiatives—the Land Use and Livelihoods Initiative, the Human Capital Initiative, the Global China Initiative and the Global Economic Governance Initiative. The GDP Center’s core faculty and researchers have published 370 publications. Of these publications, 137 journal articles and 18 books were authored by 65 BU faculty and researchers under the direct auspices of the GDP Center research and have been published in high impact journals in both the social and natural sciences.
- **Pillar 3: Engage in global policy dialogue and strategic communications.** Since its inception, GDP Center scholars have provided policy advice to global institutions, national and local governments and civil society organizations across the globe while providing expert commentary in a variety of high-profile media outlets. Through strategic communications, the GDP Center has earned 1,265 media mentions, and faculty and researchers have authored 68 opinion articles in major outlets across the globe in the last two years alone.
- **Pillar 4: Support student research and experiential learning.** The GDP Center has provided an extended array of research and experiential learning opportunities for BU students. In just five years, 162 students from across campus have been engaged with the GDP Center. In particular, the Summer in the Field Fellowship Program has helped 25 students gain valuable field experience on development projects around the world.
- **Pillar 5: Build a global support base.** Leveraging the \$2 million provided by BU, the GDP Center attracted \$10.7 million in sponsored research grants and \$350,000 in alumni giving in its first five years. Additionally, the GDP Center has catalyzed \$10 million in sponsored research support.

The first five years of the GDP Center have helped amplify BU’s reputation as a leader in development studies and expanded that recognition into the policy realm. The 2023-2028 Strategic Plan builds on the success of the GDP Center in its first five years and will institutionalize that knowledge for generations to come.

Let the journey begin.

A handwritten signature in black ink, reading "K P Gallagher". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Kevin P. Gallagher

An abstract graphic featuring two overlapping circles on a solid red background. The circle on the left is a medium red, and the circle on the right is a lighter, pinkish-red. They overlap in the center, creating a darker red intersection.

# **INNOVATING AND INSTITUTIONALIZING SUCCESS**

**During the first five years of the GDP Center**, we operated very much like a start-up company. From a base of just four employees and a \$400,000 annual operations and research seed funding budget, the Center has expanded to 17 employees, close to 50 faculty, partnerships in 25 countries and is approaching a \$5 million annual budget. Moving forward, we will further align with the overarching Boston University 2030 Strategic Plan while institutionalizing the ingredients of our early success and maintaining the spirit of innovation that catalyzed our successes.

In many ways, the GDP Center is an embodiment of BU's Strategic Plan. The GDP Center enhances a 'vibrant academic experience' by providing experiential learning opportunities that address some of the world's most pressing global challenges and prepare students for global citizenship. Perhaps most importantly, the GDP Center engages in 'research that matters' by conducting rigorous, interdisciplinary research across BU's schools and colleges that address and provide solutions for the world's most pressing development challenges, whether they be women's empowerment and maternal health in India, Saudi Arabia and Malawi, or financial stability, responses to the COVID-19 pandemic and global climate change for the world at large. The GDP Center has been built on a global vision of 'diversity, equity and inclusion' that seeks to conduct policy research and forge partnerships for social justice across the world. By creating research clusters across BU on financial stability, human well-being and environmental sustainability, the GDP Center partners with like-minded research institutions across the world and strives to foster a global 'community, big yet small.' And, given the fact that the core of the GDP Center's mission is a global one and in partnership with the Frederick S. Pardee School of Global Studies, we strive to epitomize BU's strategic priority of 'global engagement.'

It would have been difficult to anticipate the challenges that the GDP Center and indeed the global community have faced in the past five years. The COVID-19 pandemic, an increasing number of climate shocks, Russia's war in Ukraine, the globalization of inflation from advanced economies, a sharp turn in US-China relations, racial strife and political polarization at home and abroad are just the headline level of change that have had major impacts on the Global South, those of us here in the United States and at BU. The GDP Center rose to respond to many of these challenges and will strive to institutionalize a structure that will allow us to stand ready to turn future challenges into opportunities to fulfill our core mission in the years to come.







# STRATEGIC PILLARS

2023-2028

1

**Foster** a global development community at BU

2

**Advance** scholarly 'research that matters' on global development policy

3

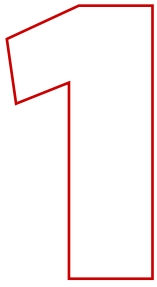
**Engage** in global policy dialogue and strategic communications

4

**Provide** a 'vibrant academic experience' through student research and experiential learning

5

**Solidify** the legacy of the GDP Center



# FOSTER A GLOBAL DEVELOPMENT COMMUNITY AT BU

The key objective of the GDP Center will be to continue to foster a global development policy research community at BU.

To recruit and foster such a community, the GDP Center will pursue the following objectives:

**Attract** at least one visiting scholar to be hosted in-residence at the GDP Center each academic year.

**Reinvigorate** on-campus engagement of the global development community in the post-pandemic era by developing a novel BU outreach and engagement strategy and re-establishing in-person seminar series, flagship events and workshops that not only attract BU faculty and students from diverse backgrounds, identities, schools and departments, but also using innovative hybrid engagement to connect BU to the world.

**Establish** a lectureship series that brings a renowned development practitioner to

BU each year to honor their accomplishments and to provide experience-based insights.

**Deepen** seed funding opportunities for core and affiliate faculty members to foster interdisciplinary, policy-oriented and inclusive, collaborative research clusters.

**Expand** the number of core and affiliate faculty members engaging in GDP Center projects and activities, of both junior and senior standing.

**Photo caption:** Economists from around the world gathered at BU for the YSI Conference on Debt Sustainability, co-hosted by the GDP Center. Photo by Hannah Osofsky.



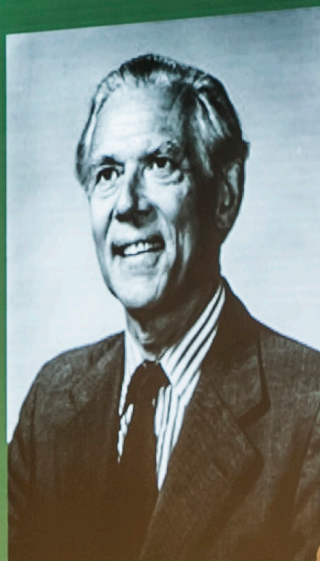




BU Economics

BU Global Development  
Policy Center

BU Inst



# INAUGURAL PAUL STREETEN DISTINGUISHED LECTURESHIP:

## MULTILATERALISM & DEVELOPMENT

Featuring

Nobel Prize Winning Economist  
Joseph E. Stiglitz



# 2

## ADVANCE SCHOLARLY 'RESEARCH THAT MATTERS' ON GLOBAL DEVELOPMENT POLICY

The primary aim of the GDP Center's research initiatives will continue to be to advance policy relevant knowledge for financial stability, human well-being and environmental sustainability.

To this end, the GDP Center will:

**Develop** criteria for establishing new initiatives, for core/affiliate faculty affiliations and for 'graduating' such initiatives and affiliations.

**Form** a new program for the incubation of smaller, innovative collaborative projects that have the potential to scale into larger initiatives over time and consider collaboration with other University-wide centers for this program.

**Build** on the GDP Center's strong field-weighted impact factor relative to the University and peer centers across the world.

**Prioritize** multiple-author, University-wide peer-reviewed publications across BU's schools and colleges, across disciplines, with partnerships across the globe.

**Photo caption:** Nobel Prize-winning economist Joseph E. Stiglitz delivers the inaugural Paul Streeten Distinguished Lectureship in Global Development Policy. Photo by Mat Teuten.



# 3

## ENGAGE IN GLOBAL POLICY DIALOGUE AND STRATEGIC COMMUNICATIONS

Research only matters if it is in front of policymakers and those engaged in deliberative discourse. One of the pillars that makes the GDP Center's activities distinct from those of other academic institutions is its strong emphasis on global engagement through policy dialogue and robust strategic communications.

The GDP Center's policy and communications teams will work to:

**Develop** a new wave of initiative-specific communication strategies that twin global and local communications outreach tactics in key partner regions across the globe.

**Establish** specific policy engagement strategies and partnerships for connecting with the diverse policy communities in key areas of GDP Center research streams, tracking impacts and outcomes.

**Initiate** a regular communications training program for faculty and staff to effectively engage with reporters, author opinion articles and leverage social media for thought leadership.

**Initiate** a policy training programs for faculty and staff on writing and delivering effective policy remarks, testimony, briefings and policy memos.

**Explore** the new frontiers of communications and outreach by developing new capabilities in data visualization, multimedia content and emerging social media platforms.

**Photo caption:** Kenyan Minister of Finance Njuguna Ndung'u speaks at a high-level panel hosted by Task Force on Climate, Development and the International Monetary Fund. Photo by Paul Morigi.











# 4

## PROVIDE A 'VIBRANT ACADEMIC EXPERIENCE' THROUGH STUDENT RESEARCH AND EXPERIENTIAL LEARNING

Students form the heart of our University. In the next five years, a measure of success will be the extent to which the GDP Center can continue to attract and help place high-level, policy research-oriented graduate students.

To accomplish these goals, the GDP Center will:

**Establish** a pre- and post-doctoral fellows program for other GDP Center initiatives with commensurate endowments.

**Develop** a fellows' alumni network and database of former Summer in the Field Fellows, pre- and post-doctoral fellows and research assistants that can engage with the Center through newsletters, advisory boards, events, reunions, conferences and beyond.

**Expand** and endow the Summer in the Field Fellowship Program.

**Further** develop and endow the Global China Fellows Program to serve as a model for programs in other initiatives.

**Photo caption:** Communications Fellow Paula Torrez-Ortiz talks with other students at the Fall 2022 GDP Center Open House. Photo by Melissa Ostrow.

# 5

## SOLIDIFY THE LEGACY OF THE GDP CENTER

Solidifying the legacy of the GDP Center so as to obtain operational flexibility and a lasting legacy will require resources beyond the operational support generously provided by the Vice President and Associate Provost for Research and the Dean of the Pardee School. A key indicator of excellence will be the ability to attract additional financial resources to support the work of the GDP Center and ensure a long-lasting legacy at BU.

To that end, the GDP Center will:

**Develop** a campaign to solidify the legacy of the GDP Center, as part of BU's capital campaign, by endowing the GDP Center's fellows' programs, directorships, seed funding operations, lectureships, student experiential learning opportunities, visiting scholarships and general operations.

**Create** and document an established infrastructure of processes that govern and administer the GDP Center, from succession plans to GDP workflows so future staff and directors can build on initial success.

**Develop** and implement a written policy on Diversity, Equity and Inclusion that builds on and adapts policies currently under development at the Pardee School

of Global Studies and the BU Office of Research to GDP Center specific arenas. This policy and subsequent processes will cut across all aspects of the GDP Center's work and operations from offices at BU to research, engagement and partnerships across the globe.

**Scale** the Human Capital Initiative into a financially self-supporting research initiative through grant funding and alumni giving.

**Expand** sponsored research streams to include more government grants and deepen corporate foundation support across initiatives.

**Photo caption:** GDP Center entrance at 53 Bay State Road. Photo by Samantha Igo.





BOSTON UNIVERSITY

Research

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# **MONITORING PROGRESS: KEY PERFORMANCE INDICATORS**

The GDP Center has developed a set of Key Performance Indicators to achieve the objectives outlined in this Strategic Plan. The GDP Center will generate an annual report submitted by September 1 that tracks progress based on these metrics, provides highlights and profiles of the GDP Center's work and influence and provides a budgetary breakdown of sources of funding.

## 1 FOSTER A GLOBAL DEVELOPMENT COMMUNITY AT BU

	YEAR 2	YEAR 3	YEAR 5	METRICS
<b>Attract</b> visiting scholars	■	<input type="checkbox"/>	<input type="checkbox"/>	Host and fund at least one visiting scholar per academic year
<b>Reinvigorate</b> on-campus engagement with event series and outreach	<input type="checkbox"/>	■	<input type="checkbox"/>	Implement BU outreach and engagement strategy
<b>Establish</b> a lectureship with renowned development practitioners	<input type="checkbox"/>	■	<input type="checkbox"/>	Establish lectureship of 'the practice of global development'
<b>Deepen</b> seed funding opportunities	<input type="checkbox"/>	<input type="checkbox"/>	■	Increase the level of annual seed funding
<b>Expand</b> core and affiliate faculty members	<input type="checkbox"/>	<input type="checkbox"/>	■	Increase diversity, engagement and number of core and affiliate faculty

## 2 ADVANCE SCHOLARLY 'RESEARCH THAT MATTERS' ON GLOBAL DEVELOPMENT POLICY

	YEAR 2	YEAR 3	YEAR 5	METRICS
<b>Develop</b> criteria for establishing new initiatives and graduating others	■	<input type="checkbox"/>	<input type="checkbox"/>	Establish criteria for new initiatives, affiliates and beyond
<b>Form</b> a new program for the incubation of collaborative projects	<input type="checkbox"/>	■	<input type="checkbox"/>	Establish an incubator program with at least one recipient per year
<b>Build</b> on the Center's strong field-weighted impact factor	<input type="checkbox"/>	■	<input type="checkbox"/>	Maintain a strong field weighted impact factor relative to BU and its peer institutes across the world
<b>Prioritize</b> producing multi-author publications across BU and the world	<input type="checkbox"/>	<input type="checkbox"/>	■	Increase the number of multi-BU and global authorship

## 3 ENGAGE IN GLOBAL POLICY DIALOGUE AND STRATEGIC COMMUNICATIONS

	YEAR 2	YEAR 3	YEAR 5	METRICS
<b>Develop</b> a new wave of initiative-specific communication strategies	■	<input type="checkbox"/>	<input type="checkbox"/>	Written plans and tracking for communications across initiatives
<b>Establish</b> specific policy engagement strategies across initiatives	<input type="checkbox"/>	■	<input type="checkbox"/>	Written plans and tracking for policy engagement across initiatives
<b>Initiate</b> a communications training program for faculty and staff	<input type="checkbox"/>	■	<input type="checkbox"/>	Conduct training for GDP Center faculty and staff each year
<b>Initiate</b> a policy training program for faculty and staff	<input type="checkbox"/>	■	<input type="checkbox"/>	Conduct training for GDP Center faculty and staff each year
<b>Explore</b> the new frontiers of communications and outreach	<input type="checkbox"/>	<input type="checkbox"/>	■	Develop new capabilities in data visualization, multimedia content and emerging social media platforms

## 4

## PROVIDE A 'VIBRANT ACADEMIC EXPERIENCE' THROUGH STUDENT RESEARCH AND EXPERIENTIAL LEARNING

	YEAR 2	YEAR 3	YEAR 5	METRICS
<b>Establish</b> a pre- and post-doctoral fellows program for the other initiatives	■	<input type="checkbox"/>	<input type="checkbox"/>	Institute fellows program for each initiative
<b>Develop</b> a GDP Center student alumni network and database, and outreach engagement strategy	<input type="checkbox"/>	■	<input type="checkbox"/>	Develop an alumni network, database and bi-annual newsletter
<b>Expand</b> and endow the Summer in the Field (SIF) Program	<input type="checkbox"/>	<input type="checkbox"/>	■	Increase the number of annual SIF Fellows
<b>Further</b> develop and endow the Global China Fellows Program	<input type="checkbox"/>	<input type="checkbox"/>	■	Increase the number of annual Global China Fellows

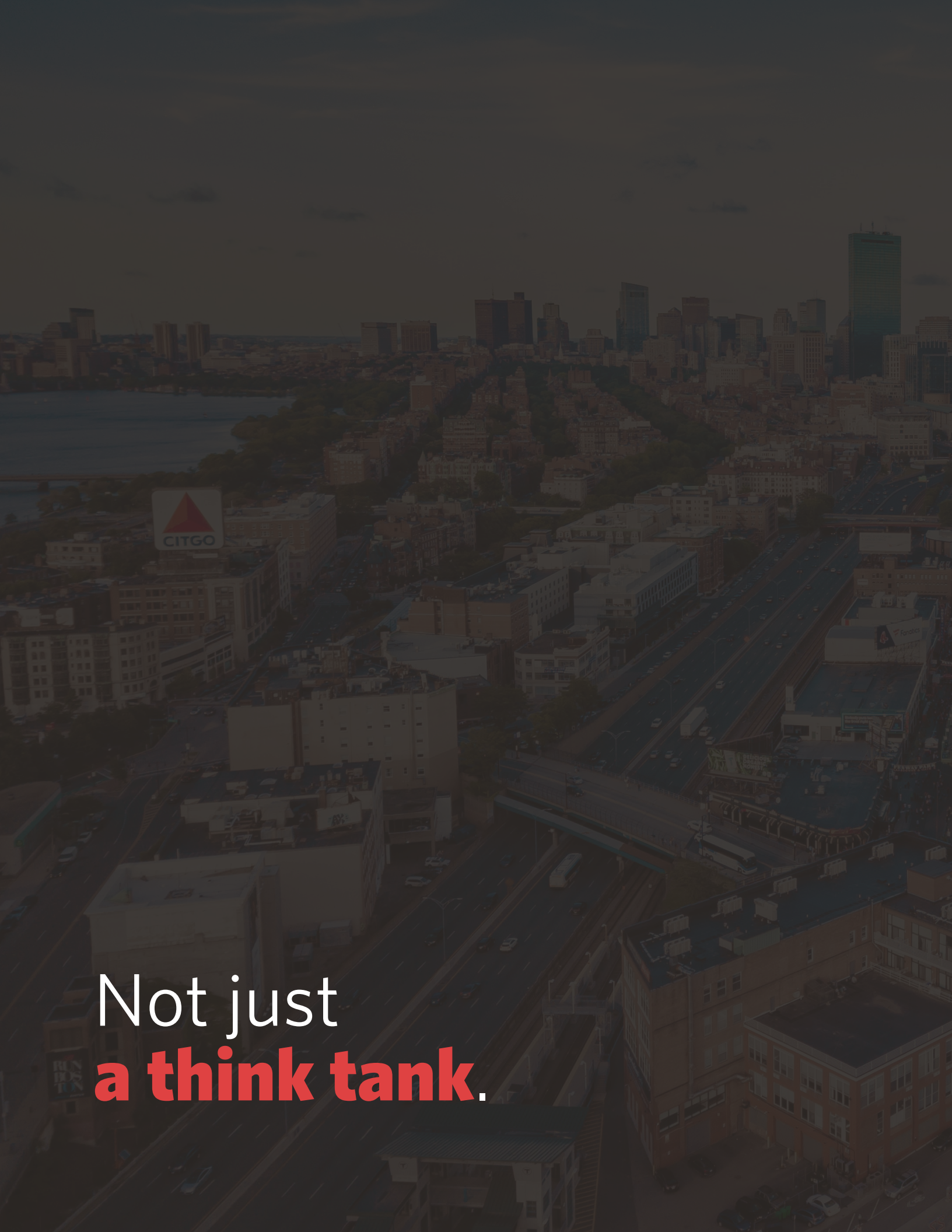
## 5

## SOLIDIFY THE LEGACY OF THE GDP CENTER

	YEAR 2	YEAR 3	YEAR 5	METRICS
<b>Develop</b> and implement a written policy on Diversity, Equity and Inclusion	■	<input type="checkbox"/>	<input type="checkbox"/>	Written plan that is implemented and reported in the annual report
<b>Create</b> and document an established infrastructure of processes that govern and administer the GDP Center	<input type="checkbox"/>	■	<input type="checkbox"/>	Leadership team prepares policy documents governing processes
<b>Develop</b> a campaign to solidify the legacy of the GDP Center	<input type="checkbox"/>	■	<input type="checkbox"/>	Launch campaign in consultation with Development and Alumni Relations with specific KPIs
<b>Scale</b> the Human Capital Initiative (HCI) into a financially self-supporting research initiative	<input type="checkbox"/>	<input type="checkbox"/>	■	HCI no longer in need of GDP Center seed funding
<b>Expand</b> sponsored research streams	<input type="checkbox"/>	<input type="checkbox"/>	■	Increase number of annual government grant applications







Not just  
**a think tank.**





