

SUSTAINABILITY

POLICY

PRACTICE

HUMANITARIANISM

20  
24

EFFECTIVE STATES

BUSINESS

GLOBAL HEALTH

PARTNERSHIP

PULTE INSTITUTE *for* GLOBAL DEVELOPMENT

STRATEGIC PLAN: 2019–2024



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# Our Vision for the Future of the Pulte Institute for Global Development

At the Pulte Institute for Global Development, we are energized by the charge of Notre Dame President Rev. John I. Jenkins, C.S.C., to each and every one of us at the University to “bring Notre Dame to the world and the world to Notre Dame.”

To that end, we have developed a new five-year strategic plan; a plan that we believe will propel us to contribute even more significantly to Notre Dame’s mission in the world as part of the Keough School of Global Affairs.

The Pulte Institute is uniquely shaped by Notre Dame’s Catholic character and is well placed to carry forward the Keough School’s mission to promote Integral Human Development (IHD), a concept that centers on the idea that “the dignity of the human person is expressed in work and economic activity—but also in cultural richness, artistic creativity, religious belonging, and spiritual practice.”

We firmly believe that this bold, new strategic plan will allow us to continue to build institutional bridges and new relationships that will give structure to the global vision of IHD.

The Pulte Institute (formerly the Notre Dame Initiative for Global Development) was established in 2012 as a Strategic Research

Initiative under Notre Dame Research (NDR) as a catalyst for units and faculty at the University to develop globally relevant, interdisciplinary research programs to address today’s most pressing challenges. In pursuit of this goal, the Institute developed competencies over the past several years that extend Notre Dame’s mission and reach far beyond campus. Many of these core competencies are supported by complex business information architecture and are now being put to service both within the University and abroad.

As a nexus within the Keough School providing agility and entrepreneurship in response to compelling global challenges, we believe that this new strategic plan will help the Pulte Institute continue to evolve, reevaluate its mission, and develop new competencies that will add value to the larger mission of the Keough School and the University at large.

We look forward to working with you to achieve the goals in this new strategic plan, and we are incredibly grateful for your support in our mission.

In Notre Dame,

*Ray C. Offenheiser* & *Michael Sweikar*

# Vision

To enhance human dignity, equity, and well-being for the world's poorest and most vulnerable populations by addressing today's most compelling global issues.

# Mission

The Pulte Institute works to address global poverty and inequality through policy, practice, and partnership.





# Where We Are: **Our Expertise**



The Pulte Institute team in September 2018.

## Core Competencies

Through its efforts to promote interdisciplinary research programs, the Pulte Institute currently possesses a deep understanding of research strengths, interests, and competencies on global topics across the University of Notre Dame and enjoys well-established relationships with leadership across schools and faculties. The Pulte Institute has established core competencies in the following areas:

### Monitoring, Evaluation, and Learning for Evidence-Based Development

The Pulte Institute has significant expertise in evaluation research methods and rigorous evaluation designs to determine the impact that international development programs are having worldwide at the local and national levels.

### Proposal Development and Grant Management

The Pulte Institute has strong expertise in proposal development, project design, and grant writing; all to develop and receive significant external large-scale grant funding for global development

research and education efforts. The Pulte Institute also provides grant management services to support reporting, financial management, and grant administration.

### Training and Mentoring

The Pulte Institute currently operates major training initiatives focused on leadership, business, and entrepreneurship. With additional external grant funding, this program could be grown to include business leaders, government officials, and potentially humanitarian actors, as well as civil society.

### Innovation

The Pulte Institute seeks opportunities to use, evaluate, and disseminate innovations and information communication technology for development (ICT4D) solutions, as well as best practices that help provide sustainable development solutions.

### Data Management

The Pulte Institute leads and participates in research efforts that require competency in data management. The Pulte Institute is already well equipped to work on data management with Notre Dame's Center for Research Computing (CRC), and with researchers representing diverse fields from similar organizations to the CRC.

### Partnerships and Convener

The Pulte Institute has developed a wide spectrum of partnerships outside of the University with government, business, civil society, and others. These partnerships can be put to the service of other institutes and centers within the Keough School and across Notre Dame. These partnerships enable the Pulte Institute to convene a unique set of both internal and external stakeholders to share publications, lessons learned, and research translating evidence to practice.





Where We're Going:  
**The Journey to 2024**

## Three Goals

Through this strategic plan, it is our ambition to build upon the Pulte Institute's existing core competencies while also adding new competencies that will enable us to define a clearer identity in service to the missions of the Keough School and Notre Dame.

At the Pulte Institute, we see policy and practice as intimately linked. In today's world, the role of NGOs in the northern hemisphere in delivering large-scale service delivery programs is fast giving way to a new generation of indigenous NGOs in the southern hemisphere who are taking on these roles. These rising NGOs are, at the same time, challenging their governments to assume a greater share of responsibility and accountability for the protection of the rights and welfare of their citizens.

The distinction between policy and practice is fast disappearing. Today, one does practice with the goal of creating an evidence base for policy propositions. The Pulte Institute is already operating on the ground in numerous countries where it is either evaluating ongoing programs of major funders or co-implementing pilots with indigenous NGOs, with the goal of testing these programs' efficacy in national or international settings. The Pulte Institute is uniquely positioned within the Keough School to engage in both policy and practice with entities across and outside of the University.

We will focus on three main goals over the next five-year period, with an emphasis on policy, practice, and partnership.



# 1

**Build Research Excellence in Poverty and Inequality and Establish Our Presence in Key Policy Fora**



# 2

**Build Curricular Specialization in Development Practice and Offer Experiential Learning for Leadership and Professional Placement**



# 3

**Build and Manage an Extensive Network of Global Partnerships to Take Notre Dame Research to the Front Lines of Development Policy and Practice**





# Goal One: **Research and Policy**

# Goal 1:

## Build Research Excellence in Poverty and Inequality and Establish Our Presence in Key Policy Fora

The Pulte Institute has identified five new domains of thematic focus where Notre Dame has an opportunity, through the Pulte Institute, to expand its level of investment:

SUSTAINABILITY

HUMANITARIANISM

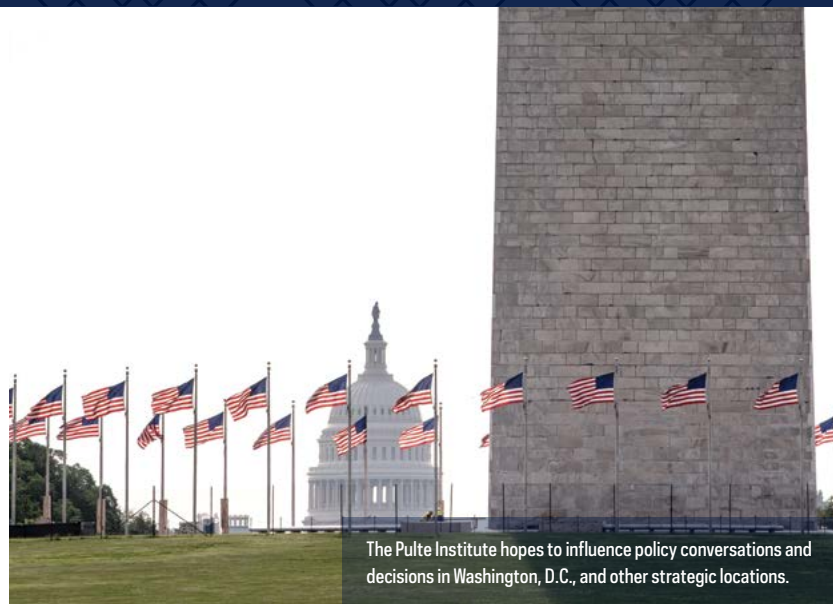
EFFECTIVE STATES AND DEVELOPMENT

BUSINESS IN DEVELOPMENT

GLOBAL HEALTH

If the Keough School is to be considered relevant to contemporary discussions on global development, it will be critical for the Pulte Institute to work creatively and collaboratively with colleague faculty and researchers at units across the University in building a reputation for excellence on these new themes.

How the Pulte Institute invests in these themes will largely depend on what decisions the Keough School makes on thematic priorities and what substantive areas it seeks to develop



The Pulte Institute hopes to influence policy conversations and decisions in Washington, D.C., and other strategic locations.

through faculty and research hiring and research funding. The role of the Pulte Institute will be, ideally, to house some number of policy and practice faculty practitioners who, through their work, maintain active links to major institutions active in the policy and practice spaces. We are envisioning that the ability to expand on these themes will depend on the willingness of departments, faculty and fundraisers to invest in them.

The themes are a distillation of key investments already made by Notre Dame Research (NDR) and the wider University in relevant global issues. They are not exhaustive and exclude large areas like peacemaking, international relations, security, education, and governance, which are already clearly covered by existing centers and institutes at Notre Dame. Our ability to enlarge the University's work in these areas depends, in part, on the willingness of Notre Dame to focus its attention on building out these investments to levels that will enable a serious critical mass of work to be developed.

These five domains of thematic research connect to poverty and inequality and the values put forth by Pope Francis in *Laudato si': On Care for Our Common Home*, His Holiness' encyclical letter on the environment and human development.



## Sustainability

In 2015, the United Nations launched the Sustainable Development Goals (SDGs) with approximately 200 government signatories, which set concrete, universal targets for global development.

At the Pulte Institute, we recognize that society and natural resources are integrally linked, and that the Earth's environment and scarce resources must be stewarded with ever-increasing care. Notre Dame faculty already conduct important research on climate, energy, water, poverty, and sustainable cities; and the Pulte Institute will collaborate with these faculty on these important research areas as they relate to poverty and inequality.



The Pulte Institute's renewable energy-based CE3 Project with Accenture is a prime example of how universities and the private sector can work together on major issues like sustainability.

## Humanitarianism

Over 65 million refugees are displaced today, having fled their homes due to conflict or natural disaster, and millions more are on the move as economic migrants. Billions of dollars are spent annually to prevent violent conflicts, alleviate suffering, negotiate peace, rebuild societies, and resettle the displaced. There is increasing consensus that while lives must be saved in crisis situations, humanitarianism and development must be connected in order for interventions to be successful and sustainable.

There is much work to be done in the humanitarianism field, both domestically and globally, and the Pulte Institute hopes that by working with scholars and practitioners within the Kroc Institute for International Peace Studies, the Kellogg Institute for International Studies, the Klau Center for Civil and Human Rights, the College of Engineering, NGO partners, and global Catholic networks, we might make meaningful contributions.







## Effective States and Development

There is an increasing recognition of the importance of good governance and effective states as essential to the realization of the SDGs. The Pulte Institute's focus will be on the role of the state in discharging its responsibilities for protection of the economic, social, and cultural rights of citizens through the state's development policies and programs.

As foreign aid diminishes, it will become more important for states to have effective systems of program planning, fiscal governance, taxation, and budget management in place. States will require increasingly sophisticated tools to meet the expectations of citizens, discharge these roles effectively, and minimize corruption and the potential for pernicious governance.

The Pulte Institute will focus on the applied policy and the operational challenges of building a state that is truly delivering on the SDGs for its citizens in terms of quality of life improvements and overall security. While global development efforts have lifted millions of people out of poverty, not all efforts have had the intended impact. The Pulte Institute will continue its focus on aid effectiveness and policy in the poorest of nations by researching existing programs, evaluating donor agency innovations, and designing new approaches and policies to deliver more effective aid.

We will work with faculty across Notre Dame on the challenge of accelerating the impact of global efforts to promote IHD and to eliminate extreme poverty and inequality.

## Business in Development

Private investment is flowing to less developed countries at unprecedented levels from all over the world. These investments will shape nations, as well as impact businesses in communities throughout the world. The role of business as a development actor is new and is creating challenging ethical dilemmas for organizations as they enter nations with weak institutions and corruption. Increasing levels and scale of corruption are robbing poor nations of the very resources they require to drive their own development.

Notre Dame has a long tradition of leadership on ethical business practices. Building upon a history of relations with private sector firms and pursuing deeper relations with key University centers and individuals, the Pulte Institute will collaborate with the McKenna Center for Human Development and Global Business and the Mendoza College of Business to position itself as a thought leader on global business policy and practice. With adequate resources, the Pulte Institute hopes to provide a home for discussions on ethical and sustainable supply chain performance, social entrepreneurship, financial tools for the poor, public-private partnerships, and impact investing.



Notre Dame's 2018 Mandela Washington Fellows celebrate after finishing Capsim's multi-week Capstone business simulation program under the guidance of Notre Dame Professor John Michel. Capsim has been a longtime corporate sponsor of the Fellowship, hosted at Notre Dame by the Pulte Institute.



By leveraging the Pulte Institute's expertise in proposal development and grant management, Notre Dame Professor Marya Lieberman successfully won a USAID Development Innovation Ventures award to improve global health through her Paper Analytical Device Project.

## Global Health

In a globalized world, disease moves quickly across borders. Epidemics and pandemics are a real threat, as the Ebola and SARS outbreaks demonstrated, and antibiotic-resistant bacteria are becoming more commonplace. Meanwhile, global and national public health systems are weak and inadequate.

The Pulte Institute will collaborate with the Eck Institute for Global Health to promote critical research and policy development on global public health challenges, policy, and interventions. Notre Dame's historic commitment to work on malaria positions us well for greater levels of support and opportunities to address other rare and neglected diseases. The Pulte Institute will seek to take the knowledge developed by University researchers to field practitioners, who are on the front lines in developing countries and can put these findings to work through explicit operational partnerships or policy development collaborations.



## Strategies:

- **Continue to develop an external grant portfolio** for the University of Notre Dame with federal agencies, foundations, and corporate partners, which builds on issues of poverty and inequality.
- **Continue to work with the Keough School's Global Policy Initiative** on campus and in Washington, D.C., to build stronger competency and experience on development policy within the Keough School that connects to the Pulte Institute's five new domains of thematic focus.
- **Recruit research faculty with policy and practice experience** to build the foundation of work on our domains of thematic focus.

## Potential New Areas of Investment (Funding Dependent):

- **The Pulte Institute External Advisory Board** of committed board members who will actively advise and support the Pulte Institute leadership in charting the future direction and mission of the Pulte Institute.

- **The Pulte Institute Faculty Fellows Program** to connect Notre Dame faculty with each other, in order to develop research that contributes to issues of poverty and inequality and further develops the Pulte Institute's five domains of thematic focus.
- **Visiting Associates Fund** for scholars and practitioners from leading think tanks and development organizations to collaborate with Notre Dame faculty on policy or practice-relevant research, by spending one semester on campus or making periodic visits.
- **Global Pathways Podcast Series and Enhanced Online Learning Platform** with engaging interviews from visiting policy leaders, global development professionals from the field, Notre Dame faculty, and other key experts on current, hot-button topics related to our domains of thematic focus.
- **Applied Research Grants Program** to support the next generation of policy-relevant research reports, journal or magazine articles, opinion columns, blogs, and the like by Notre Dame graduate students, faculty, and researchers.
- **Annual Award** to leading public figures or organizations in recognition of their distinguished work on critical global development policy issues related to poverty and inequality.
- **Research Faculty with Policy Expertise** in the select thematic fields chosen as priorities for the Keough School.



The Pulte Institute hopes to become an active presence at the Keough School's recently opened office in Washington's DuPont Circle neighborhood.





# Goal Two: Learning and Practice

## Goal 2:

### Build Curricular Specialization in Development Practice and Offer Experiential Learning for Leadership and Professional Placement

The University of Notre Dame is a leader among universities in providing students with valuable, life-changing opportunities to study, work, and live abroad. More recently, it has also grown its capacity to provide undergraduates with small grants for independent summer research.

With the launch of the Keough School, the Pulte Institute must dramatically expand its efforts to offer both undergraduate and graduate students professionally meaningful, experiential learning opportunities as a way of enhancing their attractiveness to potential employers. We propose to develop new curricula around development practice and to create professional, career-oriented field placement opportunities for our students.

### Strategies:

- **Teach courses that require applied development experience** and that further the Keough School's goal to be a world-class institution in development studies. The Pulte Institute will create and lead successful courses by building upon our years of applied work in program evaluation, leadership training, and applied innovation.
- **Create unique opportunities for faculty and students** to engage on the front lines of field-based development programs.
- **Increase the attractiveness of the University** to public and private funders seeking first-rate training for leaders from developing countries.



Through Project Ricardo: Clean Water for Arcabuco, Notre Dame students are learning how to give residents of Arcabuco, Colombia, better access to clean and treated water through infrastructural and education strategies.

Meaningful, career-oriented experiential learning opportunities like this give students an ultra-competitive edge post-graduation and prepare them for success from day one of their careers.









## Potential New Areas of Investment (Funding Dependent):

- **Create and launch the Pulte Institute Summer Institute(s) in Development Practice**, designed to complement the existing Keough School curricula by introducing students to the tools, approaches, and skills necessary to be successful international development professionals.
- **Expand course offerings on campus and build collaboration** with the Keough School's Integration Lab (i-Lab) to offer a diverse array of unique learning experiences for both undergraduate and graduate students with external partners.
- **Create and launch a Case Study Writing Program** on development and policy-oriented cases to support the Keough School's Master of Global Affairs (MGA) program and undergraduate supplemental major in sustainable development.
- **Create and launch a Center for Teaching and Research on Social Entrepreneurship** with a fully-funded teaching faculty and Pulte Institute Associate Director post.
- **Create and launch an Undergraduate Student Leaders Program** on campus in partnership with Catholic Relief Services to form a campus-wide community of students committed to advancing global poverty and inequality issues and learning.
- **Secure funding for undergraduate and graduate student fellowships** worldwide. Students will be placed with a diverse array of partner institutions, as well as at the Pulte Institute. This could also include postgraduate fellows conducting research related to issues of poverty and inequality.



# Goal Three: **Global Partnerships**





Molly Kinder '01, then the director of special programs at USAID, speaks at the Pulte Institute's 2011 Global Pathways Forum in Washington, D.C.

## Goal 3:

### Build and Manage an Extensive Network of Global Partnerships to Take Notre Dame Research to the Front Lines of Development Policy and Practice

The Pulte Institute has more than five years of experience in building partnerships at the international, national, and local levels. Through our experienced, well-networked staff, the Pulte Institute has the added advantage of a wide array of contacts with leading think tanks, companies, and NGOs.

We also have created sophisticated management architecture and systems required for managing relations with a growing number of strategic partners. We believe this capacity can help other entities within the Keough School and the greater University to manage relations, as well as manage large-scale grants from federal agencies, foundations, and the private sector.

### Strategies:

- **Support fellow institutes and centers at Notre Dame in “Going Global”** per President Jenkins’ University-wide mandate, and connect them to the front lines of development policy and practice.
- **Establish the Pulte Institute, within Notre Dame, as a leading institute**, committed to building and managing critical institutional partnerships on behalf of faculty and units with global interests.
- **Offer a suite of services to faculty** within the Keough School, as well as across the University, to facilitate their engagement on the Pulte Institute’s five new domains of thematic focus through managed institutionalized partnerships across the globe. Engagement with the Pulte Institute can include project design; program development; grant writing; and project management and evaluation.

## Continued Activities and Potential New Areas of Investment (Funding Dependent):

- **Continue to build world-class partnerships** with domestic and international NGOs, think tanks, corporations, and other organizations that can offer unique research opportunities, internships, and career opportunities for faculty and students.
- **Continue to grow the Corporate Impact Program** that resides within the Pulte Institute to help connect faculty research and education to collaborate with the private sector. This may include new project development and innovation, measuring the impact of overseas corporate responsibility endeavors, providing business analytics and strategy, and helping companies acquire and retain talent.
- **Offer our well-established grant management services and systems** as a means of increasing proposal flow from University units and lowering management costs for grants received.
- **Proposal Development:** Continue to assist and counsel centers and individual faculty members to develop large-scale external grant proposals.
- **Fund a full-time business and development staff position** to work with teams at the Pulte Institute on pre-positioning for funding proposals, proposal coordination, and proposal writing.
- **Continue to provide deep expertise** in rigorously evaluating the impact of global development efforts.



Carlos Pagoaga (right), the director of global community initiatives at the Coca-Cola Company, shares a personalized Coke can with 2015 Mandela Washington Fellow, Adama Gorou (left). Coca-Cola has been a longtime corporate sponsor of the Fellowship, hosted at Notre Dame by the Pulte Institute.





“Educational institutions and research centers are essential partners in our quest to achieve the SDGs. They serve as launch pads for new ideas and incubators to forge solutions to the seemingly insurmountable problems that we face. In this connection, I am pleased to see that the [Pulte Institute] for Global Development fits seamlessly into this paradigm.

**[THE PULTE INSTITUTE] SYNERGIZES  
IMPORTANT PARTNERSHIPS, MONITORING,  
EVALUATION, AND TRAINING**

alongside Notre Dame’s overarching commitment to the common good to aid the UN’s sustainable development efforts.”

— Former UN Secretary-General Ban Ki-moon  
*Third Asia Leadership Forum (2018), University of Notre Dame*





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