



Fiscal Year 2019 Korbel Tactical Plan

May 2018



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Korbel's International Ranking



In the 2018 edition of Foreign Policy Magazine, Korbel was ranked 14th in the world in its graduate programs for international relations.



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Korbel Strategic Plan

An extensive amount of data collection, research, and analysis was done by varying stakeholders to ensure each tactical initiative is thoughtful, inclusive, and targeted toward the driving outcome – to improve the student experience.



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Korbel Strategic Plan Methodology

- Korbel Self Study
- 5 Task Forces
 - *Culture, Climate, and Community*
 - *Curricular Innovation*
 - *Diversity and Inclusive Excellence*
 - *Global Engagement*
 - *Program Prioritization*
- 50 focus groups
- 800 survey responses
- External reviewers report
- 6 APSIA site visits
- Faculty and staff off-site retreat
- Numerous world cafés
- Korbel student retreat



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Korbel Strategic Plan → **FY19 Korbel Tactical Plan**

The FY19 Korbel tactical plan reflects the foundational directions and subsequent tactical initiatives that were seen as critical to *immediate* implementation as work continues on a more robust and transformative five-year Korbel strategic plan.



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Foundational Crosswalk with Impact 2025

IMPACT 2025	Korbel Foundational Direction 1: <i>Modernize the curriculum</i>	IMPACT 2025	Korbel Foundational Direction 2: <i>Create a diverse and inclusive community</i>	IMPACT 2025	Korbel Foundational Direction 3: <i>Implement strategic and effective messaging</i>
TD1-SI2	1.1: Adopt a common core curriculum	TD4	2.1: Create an effective and inclusive governance structure	TD4	3.1: Finalize and publish Korbel's mission, vision, and values
TD1-SI2	1.2: Create online and non-degree programs	TD2-SI1/ TD1-SI1	2.2: Prioritize underrepresented and international faculty, staff, and student recruitment	TD1-SI2	3.2: Promote and expand Korbel5
				TD2-SI2	3.3: Rationalize centers and institutes

 = Indicates alignment with DU IMPACT 2025.



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Korbel Tactical Plan: Foundational Directions



1.0: Modernize the Curriculum

**2.0: Create a Diverse and Inclusive
Community**

**3.0: Implement Strategic and
Effective Messaging**



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Foundational Direction 1.0: Modernize the Curriculum



To improve the student experience, Korbelt intends to innovate in its offerings and academic structure.

Korbelt will establish a platform for access to a wider range of populations, while providing a shared, common experience for on-campus students.



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Foundational Direction 1.0: Modernize the Curriculum



Tactical Initiative 1.1: Adopt a common core curriculum

Adopting a common core curriculum will lay the foundation for a shared student experience as they begin their graduate degree program at Korbel by introducing incoming students to leading faculty members and theory and skills-based courses.



Tactical Initiative 1.2: Create online and non-degree programs

Korbel's course offerings are designed for the traditional full-time graduate student. Entering the online education market has the potential to attract new students by expanding both its degree and non-degree programs.



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Foundational Direction 2.0: Create a Diverse and Inclusive Community



For Korbel, a commitment to diversity, equity, and inclusive excellence means that it seeks a full range of domestic and international voices in educational efforts, reforms, and other activities.

Korbel will establish the governance structures, recruitment models, and scholarship opportunities needed to develop a more diverse and inclusive community.



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Foundational Direction 2.0: Create a Diverse and Inclusive Community



Tactical Initiative 2.1: Create an effective and inclusive governance structure

Korbel is committed to creating a governance structure that is based on best practices and provides ample opportunities for faculty and staff to inform the future strategic direction of the school.



Tactical Initiative 2.2: Prioritize underrepresented and international faculty, staff, and student recruitment

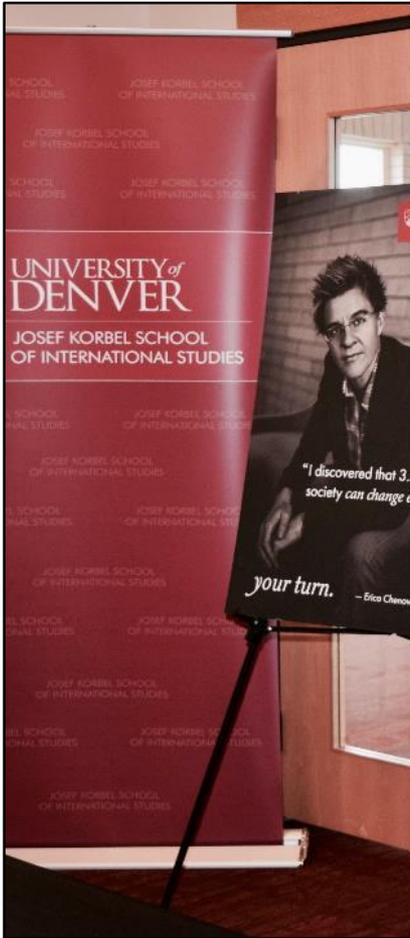
Korbel will focus efforts on providing scholarships and other financial incentives targeted at underrepresented minorities and international students, in addition to opportunities for more underrepresented minority and international faculty and staff hires within growth areas.



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Foundational Direction 3.0: Implement Strategic and Effective Messaging



Korbel will build on its successful programs, promote its faculty, staff, and students, and focus efforts on utilizing staff resources to allow for a more cohesive and targeted branding/marketing campaign for all internal and external strategic communications.



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Foundational Direction 3.0: Implement Strategic and Effective Messaging



Tactical Initiative 3.1: Publish Korbel's mission, vision, and values

Korbel will formalize a guiding mission and vision statement, in addition to a core set of values, while producing a detailed strategic communications plan.



Tactical Initiative 3.2: Promote and expand Korbel5

Korbel will engage with partners to expand the Korbel5 to other colleges/universities that offer undergraduate majors with similar content and quality, but do not offer graduate degree programs in international studies or public policy.



Tactical Initiative 3.3: Rationalize centers and institutes

Korbel has specifically outlined the role of a center/institute and will implement this set criteria facilitating better alignment with Korbel's mission, while improving the student experience.



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Ongoing Korbel Strategic Planning



Thank you to all the faculty, staff, and students that have been critical voices during this planning process.

Throughout FY19, Korbel will continue to outline the necessary transformative directions and strategic initiatives for a more robust and detailed five-year Korbel strategic plan.



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