

Yale FOX INTERNATIONAL FELLOWSHIP

FIVE YEAR PLAN

2014-2019

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1 INTRODUCTION

This document outlines a “living breathing” five-year plan designed to provide systematic analysis about how to best nurture, and expand, the Yale International Fox Fellowship. For over a quarter century, the Fellowship has grown to become a prestigious, international program that recognizes the next generation of leaders whose scholarship addresses some of the most important questions facing the planet. These issues include peace and security, poverty alleviation, human health, the environment, and domestic and global financial systems that have profound effects on economic and social development.

We have recognized that the development of a multi-year action plan is necessary to guide us in achieving our goals of expanding the program to additional partners and nurturing the program within each of our existing institutions through increased engagement with staff and faculty.

The purpose of this document is to provide such a plan by developing key priority areas for the Yale Fox International Fellows program over the next five years. It serves as an internal guide for both proactive program building efforts and identifies specific administrative tasks and a timeline for their implementation. We have developed this draft after months of discussion with current and past fellows, Yale faculty and staff, donors and partner institutions. We will continue to adapt and modify the plan in response to ongoing feedback.

1.1 GOALS OVER THE NEXT FIVE YEARS

Three Overarching Goals Have Been Identified: Establishing new partnerships and improve relationships with existing partners, enhance the existing community of Fox International Fellows and faculty, and foster the translation of Fox International Fellows’ research into practice.

1.1.1 ESTABLISH NEW PARTNERSHIPS AND IMPROVE RELATIONSHIPS WITH EXISTING PARTNER UNIVERSITIES

The relationship between the Fox International Fellowship and its partner institutions is vital to its operation. Therefore, we will focus on revitalizing and strengthening the relationship with existing partners is a priority over the next five years.

Over the next five years the program will target expansion to include universities in six different regions of the world.

1.1.2 ENHANCE THE FOX COMMUNITY

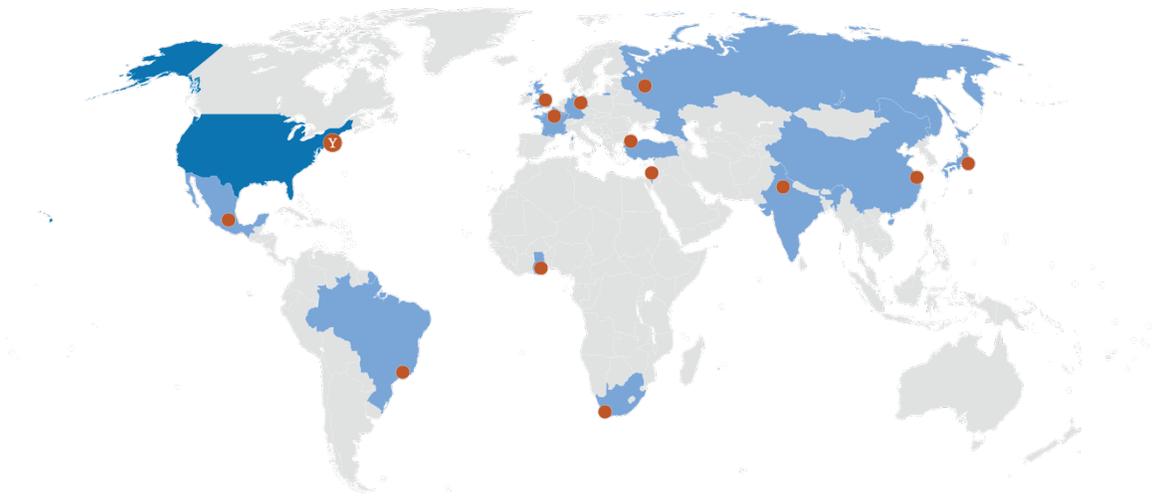
The Fox International Fellowship program functions because of the work and dedication of its community. In order to maintain and build upon this, we seek to identify additional ways to enhance the program's community. This will be accomplished by reinforcing the original mission to foster mutual understanding on contemporary policy challenges, improving communications practices, and effectively connecting with Fox Fellowship stakeholders.

1.1.3 FOSTER TRANSLATION OF RESEARCH INTO PRACTICE

We aim to develop programs that will build the policy analysis, communication and presentation skills of Fox Fellows, enabling them to share their research findings with a broader audience, including both the public and relevant policy makers.

2 ABOUT THE YALE FOX INTERNATIONAL FELLOWSHIP

The Yale Fox International Fellowship is a graduate student exchange program between Yale University and currently 13 world-renown partner universities.



Current Fox International Fellowship partner universities and countries

Founded by Joseph Carrère Fox (Yale '38), and his wife, Alison, the goal of the fellowship is to enhance mutual understanding between the peoples of the United States and those of other countries through the promotion of international scholarly exchanges and collaborations among the next generation of leaders. The program's first exchange in 1988 was between Yale and Moscow State University during the Cold War. Over the next 25 years, more universities were added, opening up more opportunities for students. Today the program boasts over 500 alumni with more than two dozen students selected for the fellowship each year.

Under the program, graduate students from Yale University undertake research at the program's partner institutions while students from those institutions spend the academic year at Yale. Today, Many Fox International Fellowship Alumnae are now leaders in their prospective fields – as scholar engaging in generating relevant knowledge about critical problems, or practitioners working to influence and shape a more cooperative, just, and peaceful world.

The Fox fellowship selects those students who are most likely, through scholarship and civic engagement, to: enhance “mutual understanding” between the United States and countries that host partner institutions; contribute to productive dialogue around complex challenges; and to offer peaceful and enduring solutions. The focus on peace and conflict in general, and US/Soviet interaction in particular, has expanded to include a host of 21st century challenges in every global region including poverty alleviation, environmental degradation, resource stewardship, equity, and human rights.

FELLOWSHIP PARTNERS

Yale University

New Haven, United States

Boğaziçi University

Istanbul, Turkey

El Colegio de México

Mexico City, Mexico

Freie Universität Berlin

Berlin, Germany

Fudan University

Shanghai, China

Institut d'études politiques de Paris

Paris, France

Jawaharlal Nehru University

New Delhi, India

Moscow State University

Moscow, Russia

Tel Aviv University

Tel Aviv, Israel

Universidade de São Paulo

São Paulo, Brazil

University of Cambridge

Cambridge, England

University of Cape Town

Cape Town, South Africa

University of Ghana

Accra, Ghana

University of Tokyo

Tokyo, Japan

1.1 AREAS OF STUDY

The Yale Fox International Fellowship seeks applicants whose scholarship and leadership skills are focused on addressing critically important contemporary problems. The program is largely geared towards social science and relevant disciplines in the humanities including: Political Science; Economics, Sociology; Anthropology; Geography; Psychology, and History (that develops insights for the contemporary world). Likewise, scholars engaging in multidisciplinary environments are also encouraged, such as students enrolled in: International Relations and Global Affairs; Law; Environment and Resource Policy; Public Health and Business, Business, Finance, and Management.

3 GOAL ONE: IMPROVING PARTNERSHIPS

The Yale Fox International Fellowship program is a two-way exchange between Yale and currently 13 partner institutions:

[Map of current partner institutions and countries]

Fellowship Partner Institutions

- Yale University, New Haven, United States
- Boğaziçi University, Istanbul, Turkey
- El Colegio de México, Mexico City, Mexico
- Freie Universität Berlin, Berlin, Germany
- Fudan University, Shanghai, China
- Institut d'études politiques de Paris, Paris, France
- Jawaharlal Nehru University, New Delhi, India
- Moscow State University, Moscow, Russia
- Tel Aviv University, Tel Aviv, Israel
- Universidade de São Paulo, São Paulo, Brazil
- University of Cambridge, Cambridge, England
- University of Cape Town, Cape Town, South Africa
- University of Ghana, Accra, Ghana
- University of Tokyo, Tokyo, Japan

3.1 FINDING NEW PARTNERS

Over the next five years the Fox International Fellowship will expand to universities located in six regions of the world not already connected to the network of fellowship partners. A detailed review of this analysis is found in a separate document entitled: [FELLOWSHIP EXPANSION PLAN](#).

3.2 STRENGTHENING EXISTING PARTNERSHIPS

In addition to expanding our partnerships, the next few years will include several initiatives to strengthen our existing partnerships.

3.2.1 HOLD REGULAR MEETINGS WITH PARTNERSHIP STAFF AND ACADEMICS

In order to build and reinforce our relationship with our partners, annual or biennial meetings at the beginning and end of the academic calendar to coordinate across partner institutions shall be held. Meetings could be held face-to-face, via conference call or teleconference to communicate the program's highlights and updates.

3.2.2 BUILDING PARTNER COMMUNICATIONS PLANS

Working with partner institutions, local communications plans shall be developed to advertise the fellowship and promote the program at each local institution. Initiatives might include email announcements, announcements in newsletters, webpages linking to the Fox site, biannual information sessions, and teleconferencing sessions.

3.3 ASSESS PROGRAM FUNDAMENTALS

Over the next five years of growth it will be important for the Fox International Fellowship to consider whether its current model of bilateral exchanges is ideal in meeting its mission of supporting emerging leaders and building greater understanding between the United States and other countries; or if its mission would be better served by another model.

While the bilateral exchanges have most certainly worked to create established networks, some have also argued that this approach has made it more difficult to attract the most talented scholars from within a particular country. It has also been suggested that it is much more difficult to advertise the Fox program when only a small subset of the student population in a given country is eligible. One potential model would be to expand to include a number of universities within a host region or country.

Additionally, key questions have emerged about how to make the most informed and proactive decisions regarding future expansion efforts. For example, do we choose based on Yale's priority areas? Or, do we choose based on key global challenges, such as resource extraction and/or increasing middle class in China and other developing countries?

Over the next five years, these questions will be explored and recommendations will be made for the following five-year term. A committee consisting of key faculty and members of the Fox family shall be formed to deliberate over this question.

4 GOAL TWO: ENHANCING OUR COMMUNITY AND INCREASING OUR IMPACT

Raising the profile and building greater recognition of the Fox International Fellowship is vital in attracting the best potential fellows and increase our impact. Building greater recognition has two significant benefits. First, it increases the visibility of the fellowship amongst all of its partner universities, their students, and their faculty. Second, greater visibility will likely increase the number and, therefore, level of competitiveness amongst incoming applicants.

Though in operation for more than a quarter century, many Yale students have never heard of the Fox International Fellowship program and, even when awarded a fellowship, do not feel as tied to the Fox community as they would like. Incoming fellows are almost universal in their support of the program, but also wish to enhance their networks with other Fox International Fellows.

These shall improve recognition of the fellowship as a prestigious opportunity for global leaders and scholars. To accomplish this goal, the following activities aim to capitalize on the expertise and interests of the Fellows to maximize their exposure and integration into the community while at Yale and abroad.

4.1 GENERATING INSPIRATION FROM OUR MISSION STATEMENT

We seek to generate ongoing inspiration for future efforts from our historical mission statement. We propose to reinforce the historical mission statement that reflect geo-political changes in the world, and indeed, incremental changes in the Fox fellows program itself. This mission statement can be drafted for internal use but can also be used to reinforce engagement with the Fox family and with the program's stakeholders.

4.2 INTEGRATING OUR COMMUNICATIONS

The Fox International Fellowship program owns a series of communications assets in traditional, web, and social media. These shall be developed, improved, and better integrated over the next five years.

4.3 UPDATING THE WEBSITE

As part of the communications integration plan, the website shall be updated in order to improve its look and usability. These shall include the creation of a space on website to host memos and link to Fellows' profiles.

4.3.1 INTEGRATE SOCIAL MEDIA

Integrate social media. Create consistent look and feel across current Fox Fellows social media platforms (Facebook, Twitter, and LinkedIn) and integrate feeds through a linking application. Purpose of social media is to have an easy mode of communications for updates and create a steady stream of news to show daily activity. The real time character of social media helps to strengthen network through constant “touches” with various constituents.

4.3.1.1 LIST OF SOCIAL MEDIA ASSETS

- Facebook Page
- Twitter (@YaleFoxes)
- LinkedIn
- Tumblr
- Flickr
- Mailchimp
- Website (foxfellowship.yale.edu)

4.3.1.2 FUTURE ACTIONS

- Automate Facebook Page posts to automatically tweet and post onto LinkedIn
- Update fellows' database with emails, Facebook, Twitter, and LinkedIn profile links
- Create Facebook group for alumni
- Create LinkedIn group for alumni
- Create Facebook group for current fellows
- Create LinkedIn group for current fellows
- August of each year: invite previous years' fellows to alumni Facebook and LinkedIn groups
- Follow all alumni on Twitter
- Follow all fellows on Twitter

4.3.2 INTEGRATE ANALYTICS INTO WEBSITE AND SOCIAL MEDIA

In order to assess the program's outreach, analytics suites such as Google Analytics, Klout, Hootsuite, and Mailchimp's analysis systems should be integrated into all online systems and regular reports written on their effectiveness.

4.3.3 INCREASE MEDIA COVERAGE

Consistent with the communications timeline, identify opportunities for enhancing the Fox profile by linking to various Yale media and press outlets, such as Yale daily, Yale radio, Yale magazine. Develop a simple protocol of how to contact these outlets. These activities should be consistent with how Yale/Macmillan handle press releases.

4.3.4 DEVELOP NAME RECOGNITION AND STYLE GUIDE

A brand and style guide consistent among all communications medium will be developed. The guide will include protocols for font, color, and image usage across web, electronic and print media in order to strengthen the Fox brand with a professional, harmonized appearance. Depending on the need, new brochures or promotional materials consistent with the new aesthetic will also be designed.

4.3.5 DEVELOP STANDARDIZED TEMPLATES

Based on the guide, develop Microsoft-based templates (i.e. Microsoft Word and PowerPoint) to be used for official documents (e.g. MOUs, visa letters, etc.) and external communication (brochures, newsletters, Memos, etc.) to create a consistent and professional Fox Fellows brand. The purpose of Microsoft-based templates is for easy use by the Fellowship team.

4.3.6 DEVELOPING EVENT SPONSORSHIP AND CO-SPONSORSHIP PROTOCOLS

Protocols for events that feature Fox Fellows at Yale or partner institutions shall be developed. The aim is to highlight the Fellowship by building off Fellows' work with existing groups and ongoing activities at Yale and abroad. These may be integrated into requirements for Fellowship awards.

4.4 CONNECTING OUR NETWORKS ONLINE

In addition to integrating our communication, the Fox International Fellowship shall build systems to better connect its networks to its work and to one another.

4.4.1 MAINTAIN NEWSLETTER.

Through discussions with fellows and faculty at partner institutions, it was found that there was a demand to be kept up-to-date on fellows and alumni. A quarterly or biennial newsletter shall be developed and sent to faculty and students with the option of opting out or in. The newsletter would also be archived on the website.

The design and development of content for the first newsletter was launched in August 2014 with a second completed in May 2015. The service being utilized is the online e-newsletter service Mailchimp. A protocol shall be set to ease task of compiling future newsletters and network communications lists should be inputted to the online platform. A “subscribe to” newsletter button shall be included on the new website.

4.4.2 ONLINE DATABASE

A searchable database on current and past fellows shall be established. The database shall be available on new website where Fellows can found using various means, including Fellowship year, area of study, host/visiting university, etc.

A protocol that will allow and encourage fellows and alumni to update their own database information shall be developed.

4.4.3 CONNECT FELLOWS IN COUNTRY

In order to encourage faculty, fellows, and alumni to connect, local meetings shall be encouraged. Events such as social gatherings/happy hours or official events at partner institutions shall be supported. These events could be paired with an orientation event and could be highlighted through an article or email that connects Fellows and alumnae within a given country.

Avenues to connect fellows and alumnae in each country shall be assessed and explored. These may include list-serves, local newsletters, search functions on the website, groups on LinkedIn or Facebook, etc.

4.5 ENHANCING FACE TO FACE MEETINGS

From annual dinners and partner visits to major reunions, the Fox International Fellowship program has an opportunity to increase its exposure through its face-to-face meetings.

4.5.1 CREATE COMMUNICATIONS PLANS FOR FACE TO FACE MEETINGS

In order to enhance the program's face-to-face meetings, fully integrated communications plans shall be developed, beginning with the next reunion expected to be in Turkey.

In-country fellows and alumnae activities should be highlighted in these plans. Goals for participation numbers and diversity of representation at the reunion should be set.

4.6 CREATE COMMUNICATIONS TIMELINES

Develop communications protocols for social media and website to update different types of content on a daily, monthly, and yearly basis as appropriate. A timeline for the development and release of communication materials and events will ensure an organized system for reaching various constituents

5 TURNING RESEARCH INTO PRACTICE

The Fox International Fox Fellowship program has made significant and important effects in nurturing and promoting student leaders, many of whom are now in important positions in their home countries and/or in international organizations. Over the length of this five-year program the Fox International Fellowship shall establish a series of initiatives that build upon this legacy.

5.1 FOX INTERNATIONAL POLICY BRIEFS

As all current and former Fox International Fellows are conducting research that has some type of practical relevance for policy-makers and stakeholders, mechanisms shall be created that make complex scholarly knowledge more accessible. Fox International Fellows will now be required to write a 4-8 page “policy brief” that would be posted onto the website. The policy brief would be written with the help and/or approval of the faculty director. Incoming fellows to Yale will also be encourage to audit Cashore’s policy foundations class that is taught in the Fall term.

5.2 FOX FELLOWS EVENTS

While the five year reunions are important, a number of Fox fellows have said they are eager to engage in more systematically with Fox alumni. We therefore recommend the following:

5.2.1 THE DEVELOPMENT OF FOX YEARLY CONFERENCES OR WORKSHOPS

The Fox International Fellowship would benefit greatly from geared around key global themes. Topics would be developed in conjunction with the Director of the MacMillan Center, and would be oriented to a topical global challenges that former and current Fox fellows are working to address (such as deforestation in the Amazon, mining development and indigenous rights, and global financial instability)

5.2.2 SUPPORT ANNUAL EVENTS AT EACH PARTNER INSTITUTION

Over the next five years the Yale Fox International Fellowship shall encourage the holding of an annual event at each of its partner institutions. These may range from formal academic events to informal social gatherings and get-togethers. The purpose of these events is to help build a community around the fellowship program. Alumnus of the program located in the area should also be invited.

5.3 TRAINING

As part of the program, Fellows shall be provided training in key skills important to the policymaking process. These include training on presentation skills as well as the writing of policy briefs and editorials.

6 IMPROVING ADMINISTRATION

6.1 MEETING FINANCIAL CHALLENGES

While the Fox Fellows program is currently well resourced, Yale University in general—and the MacMillan Center in particular—continue to confront fiscal challenges. While these challenges most certainly influence Fox International Fellowship administration, we can find innovative solutions that meet the program’s priorities while also being consistent with the broader fiscal environment can be accomplished. These will include the use of student assistants, (temporary) outside expertise that complements, rather than overlaps with existing Macmillan strengths.

We will also explore further ideas, such as creating a special fox fellows position modeled after the Woodbridge fellows (<http://president.yale.edu/woodbridge-fellowship>) that would allow immediate administrative needs be filled as the program establishes the web site and many of its goals without creating the need for a permanent position. A memo will be developed to expand this idea and proposal.

6.2 FINANCES

We will continue to meet regulatory with Rahdima Chaudry, Diane White, and George Joseph to foster open lines of communication, and feedback regarding financial planning. One result of these efforts has been the development of a well received five year planning budget presented on in May 2015 to the Fox Family

6.2.1 INCREASE FINANCIAL REVIEW TO TWICE A YEAR

The Fox International Fellowship program shall instate a regular, comprehensive review of its finances at least twice a year.

6.2.2 DEVELOP SUB-HEADINGS IN FINANCIAL REPORTS

We discussed the overall budgeting processes, as well as how to report overall spending that can be easily communicated. We agreed we should develop “sub headings” in ways that present a clear picture of expenditures for both the Fox Family and the faculty director.

6.3 DEVELOP ACTION CHECKLIST

In order to improve all tasks and provide guidance for new staff members, a list of administrative and organizational tasks shall be identified that will help to guide the efforts of the faculty director and coordinator. These will include such issues as weekly meetings, web site updates, and so on. The tasks will be reviewed each month. When necessary, outside temporary assistance shall be drawn.

6.3.1 DAILY ACTION CALENDAR

Updates made through public Facebook Page and public LinkedIn profiles should be automatically reposted on Twitter. Social media integration and scheduling services such as Hootsuite and automation services such as IFTTT should be considered.

6.3.2 ANNUAL ACTION CALENDAR

An annual action calendar shall be developed that identifies key tasks to be accomplished each month. For example, a key priority will be to have all the bios of the incoming and outgoing Fox fellows completed in August when they arrive. This will facilitate preparation of a press release, which could be one of the first items we send to the “Friends of the Fox fellows”.

ANNEXES

- Five-Year Action Plan Checklist
- Media Contact Form
- New Fellow Questionnaire
- Daily Action Checklist
- Annual Action Checklist