

2010

**The Geneva
School of
Diplomacy &
International
Relations**



[STRATEGY DOCUMENT 2010 - 2015]

The school's self-evaluation document has been developed and articulated using a 'strategy map'. The strategy map provides a concise 'cover-page' summary – which demonstrates how our objectives, organized into key themes and strategic objectives support our long-term vision.

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GSD's STRATEGY MAP ©

Vision	By 2015 our distinctive ability to provide the world with world-class professionals through a combined approach of academic and vocational excellence will have secured GSD a place among the top international relations university institutes in Europe and in the world.		
Purpose & Values	<p>We are a experiential learning intensive university institute which strives to:</p> <ul style="list-style-type: none"> • Create, advance and disseminate best practices in diplomacy & international relations • Develop outstanding graduates, future world leaders, professionals and entrepreneurs to make a positive impact in international politics and business. 	<p>Our Values</p> <ul style="list-style-type: none"> - Academic Excellence - Community - Integrity - Inclusiveness - Professionalism 	
Stakeholders & Partners	<p>Diplomatic missions & academic partners expect...</p> <ul style="list-style-type: none"> ▪ ... high quality diplomatic and international relations education ▪ ... the best qualified trainees & students ▪ ... to deal with a university institute with a reputation for delivery & professionalism ▪ 	<p>Our Values</p> <ul style="list-style-type: none"> - Academic Excellence - Community - Integrity - Inclusiveness - Professionalism 	
Internal Audiences	<p>Students – as lifelong members of our university institute community expect ...</p> <ul style="list-style-type: none"> ○ ...to study at a first-class university institute recognised for its strong, enduring reputation for quality and excellence ○ ... to learn from academic and professionals at the cutting-edge of knowledge ○ ... an education that creates excellent career opportunities ○ ... a stimulating learning environment that support personal development 	<p>Our Values</p> <ul style="list-style-type: none"> - Academic Excellence - Community - Integrity - Inclusiveness - Professionalism 	
Key themes	Achieve an influential world-leading profile	Inspire our students to develop their full potential	Enhance enterprise and knowledge transfer
Strategic Enablers	<p>Improving our effectiveness</p> <ul style="list-style-type: none"> ➤ building strategic partnerships that add significant value ➤ provide first-class facilities ➤ create time for professional and academic development ➤ improve core systems and processes ➤ manage organisational performance <p>Financial sustainability</p> <ul style="list-style-type: none"> ➤ manage resources to deliver strategic priorities <p>Valuing and developing all our staff</p> <ul style="list-style-type: none"> ➤ proactively attract and retain high quality staff ➤ ensure effective communication and ownership of values and strategy goals ➤ manage performance and support the development of all staff <p>Developing ourselves for our future</p>		

VISION STATEMENT

By 2015 our distinctive ability to provide the world with world-class professionals through a combined approach of academic and vocational excellence will have secured GSD a place among the top International Relation's university institute's in the world.

PURPOSE & VALUES

Our **purpose** is to prepare future world leaders for their roles on the world stage to advance peace and human rights. Based on its core values, GSD provides high quality and praxis-oriented education combined with a commitment to student support and promotes a philosophy rooted in the School's motto *serviendo governo* - that to govern is to serve.

Our **values** are an integral part of our strategy – setting out the principles of how we work together. They are enduring, and are defined as:

❖ Academic & Vocational Excellence

Diplomatic & International Relations knowledge, academic freedom, independence, creativity, innovation, and world-class performance.

❖ Community

Diplomatic community and responsible citizenship; collegiality, teamwork and mutual respect.

❖ Integrity

Openness, transparency and honesty.

❖ Inclusiveness

Diversity, equal opportunity and access.

❖ Professionalism

Provision of effective and efficient customer-focused services in all aspects of our work (internally and externally)



Fig. 1 Illustration of the GSD Core Values



UN library 2010

STAKEHOLDERS & PARTNERS

Internationalisation is an essential element of our strategy, synonymous with our vision. Enhancing our international performance and standing will be an outcome of the way in which we are able to translate and apply the core activities of the School. In world terms, the Geneva School of Diplomacy is particularly well placed in this regard.

We will sustain our success in an increasingly competitive and sophisticated market-place, whilst developing ways of increasing our global impact. Our internationalisation activities will be underpinned by strategic partnerships for student placements and staff development, evolving through interdisciplinary collaborations with partners who share our sense of ambition.

In order to achieve this, we developed three core objectives that shape our international aspirations.

1. We will create sustainable recruitment of high quality international students through selected international partnerships, collaborative teaching programmes, and by improving the performance of our international recruitment activities. The best students and scholars from around the world will be attracted by the quality of the international student experience, backed up by GSD's influential global standing and reputation. We will extend the diverse international community in our School, enhancing the environment for all our students. Our relationship with these students will be maintained to create a loyal base of high profile alumni.
2. It is essential that we increase the impact of international activities, in order to grow our international profile and reputation. We will seek to attract staff and faculty to GSD who themselves have a significant international profile – professionally and academically. We will identify opportunities to broaden our international influence and work with members of our alumni to

strengthen our position. We will continue to support our academic and research staff / faculty in developing their potential within the framework of GSD's policies.

3. The creation of new collaborations recognises the potential to develop sophisticated collaborations with equally ambitious overseas partners with synergistic strengths. These strategic partnerships will involve input and contributions from outside of higher education and in each case the focus will be upon the quality of actual propositions and the value created. We will adopt an entrepreneurial approach that builds activities around a specific core proposition, ensuring that we clearly position and focus these partnerships.



Mr Ramsey Clark visiting GSD 2010

INTERNAL AUDIENCES - STUDENTS MATTER MOST

A major School-wide initiative has been launched to deliver a wide range of co-ordinated improvement in our overall student experience.

The students really matter most initiative will ensure that our students are represented as stakeholders and partners in our academic and operational structures, and will place an emphasis upon proactive use of student feedback to shape improvements.

To support this, we are developing our own student satisfaction survey which will help us gather feedback from students about all elements of their experience at GSD. The School is working closely with GSD Student Representatives as key partners to ensure that initiatives respond to the needs of our student population.

One strand of this initiative will see a number of co-ordinated projects to deliver excellent and inspirational learning and teaching, introducing changes and improvements to the way our education is managed and delivered. At the centre of this are improvements to the learning and teaching process, ensuring that we prioritise course enhancement development alongside the established quality assurance processes of both GSD, and all our academic partners.

The new School-wide student consultation agreement sets out clearly and simply what students can expect from their courses, facilities and the School. In turn, it sets out the responsibilities of students with regard to their course work, lecturers and training. The agreement will be strengthened by codes of practice with new and revised standards for academic and student support, attendance and assessment.

We are also introducing steps to ensure that all our students make an excellent start to their studies through induction and mentoring. The School Study Advisor Scheme makes full use of one of our most valuable resources – our students

themselves. The scheme will build on examples of best practises internally and externally.

These developments are supported by investments in state-of-the-art learning and teaching infrastructure.



Welcome Lunch 2010

INTERNAL AUDIENCES - ALUMNI & DEVELOPMENT

With alumni around the world, GSD has a significant opportunity to benefit from the assistance and support of its grades.

Our strategy seeks to realise this opportunity through investing in our alumni network and development activities to embrace this recourse. We are expanding our activities to increase our contact with alumni and involve them in the future direction of the School, industry excellence and the next generation of our students.



Dean's reception 2010

KEY THEMES

At the centre of the map we have identified our priority key themes which act as the pillars upon which we continue to build for future success:

- ❖ Achieve a local and world-leading experiential learning
- ❖ Inspire our faculty, staff and students to develop their full potential
- ❖ Enhance diplomatic and humanitarian enterprise and knowledge
- ❖ Enhance our local and international standing

For each theme we have identified a number of objectives:

Our aim is to achieve an influential world-leading experiential learning profile that is inspired by an ambitious development programme.

The key theme, inspire our faculty, students and staff to develop their full potential, emphasises the importance of providing an excellent student experience. Excellent learning and teaching within an experiential learning intensive environment is complimented by work experience, through our sophisticated internship network.

We have launched an initiative ‘students matter most’, to coordinate this extensive programme of investment and development.

At the centre of our strategy we have prioritised an objective to ensure that diplomatic and international relations knowledge, research and education are integrated, translating our research excellence into learning opportunities for students.

The diplomatic and humanitarian enterprise and knowledge transfer theme will ensure that we build upon our strong reputation, enhancing the impact and

value created through our enterprise and knowledge transfer activities. The theme has identified a framework of areas where GSD has a significant contribution to make to the diplomatic, development and business communities.

Our theme to enhance our local and international performance and standing has profound importance in the context of our vision of achieving an even better place among the top international relations university institutes in Europe. The complex, rapidly changing international higher education marketplace makes the clarity of our long-term vision particularly critical for this theme.

The integration of objectives and themes is an essential part of our strategy. Our vision emphasises the ability to integrate work academic and vocational excellence and industry knowledge. International business, diplomatic, and humanitarian enterprise transfer stem from our core excellence in education and research, and all of this is built upon valuing our faculty and staff, maintaining financial sustainability and an efficient and effective organisation – our strategic enablers.



Graduation Ceremony 2010

INSPIRE OUR STUDENTS TO DEVELOP THEIR FULL POTENTIAL

GSD has a good reputation for the quality of its education and the impact its graduates have upon their communities. The development of our strategy has given us the opportunity to build on this enduring reputation, and our theme ‘inspire our students to develop their full potential’ is shaped by our newly articulated priorities and our engagement with students’ expectations over the next three years. Our priorities are to provide an excellent education that creates career opportunities, and to ensure that our students learn from industry leaders and academics at the cutting-edge of diplomatic practice and international relations in a stimulating environment that offers first-class facilities and supports personal development. These priorities will be delivered through for primary objectives.

1. As appropriate for a first-class experiential learning intensive School, the relationship between practical applications with academic underpinning is at the centre of our strategy. Excellence in learning and teaching based on diplomatic practice, trends and forecasts is as important to us as excellence in research. We have set a key objective to ensure that we translate excellence in research and scholarship into learning opportunities for students.
2. We are committed to promoting a learning experience which offers inspirational and creative teaching within a challenging applied intensive environment, inspiring students to learn and develop from their first year. In line with our core objective to ensure that we continue to deliver excellent and inspirational learning and teaching, our learning and teaching programmes undergo constant development to ensure that they are up to date and intellectually challenging; and our students are encouraged to be enterprising, humanitarian and innovative.

3. This excellent teaching and teaching is, however, only part of what student experience whilst at the School. It is imperative that our excellent education is delivered in an environment that provides an exceptional student experience. We want our students to know that they really matter to us. Students are at the heart of our strategy, working hard to ensure that they student experience at GSD is outstanding in all areas.
4. We have a responsibility as a first-class school to make our education accessible, promoting and supporting educational inclusion as one of our core values. There are people from all sorts of backgrounds to whom we can offer the educational opportunity which will enable them to realise their full potential. Our objective to increase participation of those who can benefit is supported by a comprehensive and proactive marketing programme.



Pre-graduation Reception 2010

ENHANCE ENTERPRISE & KNOWLEDGE TRANSFER

GSD will be inspired through the 'Bologna Process' as the focal point to enhance its teaching, learning and knowledge transfer (TLKT)activities

The first objective is to enhance performance and values derived from the 'Bologna Process'. This will ensure that our TLKT is a valuable and integrated part of our portfolio of programmes and activities.

We are expanding the range and type of organisations seeking trainees and students. This collaboration will increase the knowledge, expertise and diplomatic transfer process. Underpinning all of this is to continue to develop and encourage entrepreneurial and humanitarian attitudes amongst all our students and feeding practical knowledge and experience back into academic development.

To ensure that both our research and teaching activities make a global impact, the second objective is to contribute to the provision of international relations professionals on a local and global level.

STRATEGIC ENABLERS

The strategic enablers are the foundation of our strategy and essential prerequisites to achieving our aspirations. We have identified three strategic objectives as key priorities:

➤ **Improving our effectiveness**

This theme has particular strategic importance, as we increase our level of aspiration and overall performance, the effectiveness of our systems, processes, structure and infrastructure become increasingly critical.

➤ **Financial sustainability**

Our financial sustainability theme is outlined with GSD's financial strategy, demonstrating our key financial priority to use of resources in an effective and sustainable manner.

➤ **Valuing and developing faculty and staff**

This theme concentrates upon creating the right environment for our faculty and staff to achieve their full potential, prioritising academic, educational and leadership development. This is underpinned by a detailed human resource strategy – **developing ourselves for the future**.

❖ **Inclusiveness**

Diversity, equal opportunity and access.

❖ **Professionalism**

Provision of effective and efficient customer-focused services in all aspects of our work (internally and externally).

IMPROVING OUR EFFECTIVENESS

Our overall effectiveness as an organisation has a major impact on our ability to deliver excellence within the framework of our collaborative partnerships and education.

It is essential that our structures, processes, partnerships and infrastructure evolve and improve to support the demands placed upon them by our new strategy. As a higher educational institution, we recognise the importance and development in our effectiveness.

This theme is set within the context of the School having implemented a School restructuration, providing the basis to take forward our academic and research vision. The theme has a number of key objectives, which respond to the opportunities represented by the new strategy and School Structure.

Creating time for professional and academic development is essential to achieving our vision. Our strategy places considerable emphasis on ensuring that professional and academic excellence can develop. Several developments are contributing to this objective, including module rationalisation, staff student ratio, reducing bureaucracy and improving administrative efficiency and improved quality assurance through the School Policy Framework.

Improving core systems and processes contribute to the aims of increasing time for professional and academic development, but has wider strategic impact. Continuous improvement of our systems and processes is central to enhancing academic delivery and increasing our responsiveness and efficiencies on educational and operational levels.

Providing first-class facilities is increasingly important. Delivering an excellent student experience and undertaking research place increasing demands upon the quality of our facilities. We have set out a long-term programme for the

development of our facilities, such as classroom equipment and IT infrastructure.

We have already made considerable progress with our objective to manage organisational performance. Over the past year there has been much investment in developing communication and ownership of our strategy with management.

We have also identified the development of strategic partnerships that add significant value as a key-enabling objective. Our emphasis is on internships and work-placements.



Graduation ceremony 2010

FINANCIAL SUSTAINABILITY

Strategic management of financial resources underpins our ability to balance significant investment in our strategy with financial sustainability. Our financial strategy provides this framework through a robust programme of investment which has the ambition, foresight and flexibility to achieve and sustain our vision.

Our financial strategy is based around one prime objective.

1. The prime objective is to ensure that we efficiently manage resources to deliver strategic priorities. The strategy map process is ensuring that our decisions, priorities and allocation of resources are guided by our long-term strategic objectives.



Russian Delegation visiting GSD 2010

VALUING & DEVELOPING OUR STAFF

Our **staff** is our most valuable asset and their development, participation and motivation are critical to our success. GSD's culture, values and leadership all have major influence on the quality of staff contribution and on the achievements to which individuals and teams can aspire.

Our approach to staff development is ambitious and comprehensive, enabling the School to succeed as a vibrant, dynamic, and high-performing organisation.

Improving leadership capacity is a recurrent theme which underpins our ability to deliver excellence. Our objective to develop educational and leadership skills in a wide range of staff is of major importance in creating a middle-management structure with the appropriate skills to achieve change in the quality of management and support to staff and faculty.

The development of all our staff is a key priority. Our strategy is built upon a culture where all staff and stakeholders expect to be challenged and supported to reach their full potential, with an emphasis on teamwork to achieve high levels of performance.

One of our key objectives is to ensure effective communication and ownership of values and strategy at all levels. We are working with staff to build a clear sense of collegiality. We want everyone in the organisation to know what we stand for, where we are going and how we are doing. We have a long-term commitment to ensure that all major decisions are transparent and communicated clearly to the staff.

The ability to proactively attract and retain high quality staff is an essential element of this strategy. We will take a proactive and imaginative approach to encourage top-performing staff, and to retain and develop them.

DEVELOPING OURSELVES FOR OUR FUTURE

We have already established a major School-wide initiative, developing ourselves for our future, to co-ordinate the delivery of a number of key priorities within the strategy map and the School's human resources strategy, to create the environment for our staff to achieve excellence.

We have recognised that the development of our educational and operational management capacity is a key priority and we are initiating a number of actions to address this.

Implementing the staff review and development scheme, through which we can engage staff in a productive, proactive, consistent and forward-looking discussion, to improve individual contribution, support and development, is a priority.

In addition, we aim to make active use of the knowledge and experience of the faculty, as well as our academic partners. Fostering constructive dialogue, exchange of ideas and unity in standards.





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