Global Research Institute
Report to Stakeholders
FY2023

December 2023

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> **"The Institute exemplifies the best of William & Mary. Creativity, entrepreneurship, and intellectual risk-taking are rewarded. By investing in the power of student-faculty teams, the Institute is helping position W&M as a leader for world-class, applied research."**
>
> *Former Secretary of Defense, Robert M. Gates '65, LHD '98*

Executive Summary
FY23 (July 1, 2022 to June 30, 2023)

Mission
The Global Research Institute (GRI) empowers teams of students and faculty to make a difference in the world. We are a multidisciplinary hub that applies research to real-world problems, investing in outstanding scholars to catalyze new insights and train the next generation of global leaders.

Purpose
At the Institute, we recognize that real-world problems don't respect disciplinary boundaries, and neither do we. GRI exists to incubate, support, and scale research that makes a difference in the world.

Our Approach
GRI provides resources and opportunities to help teams solve economic, environmental, health, national security, political, social, and technological challenges. Students, faculty, and professional staff together develop ideas, convene partners, create and analyze data, use cutting-edge methods, and, when appropriate, suggest policy solutions. As W&M President Katherine Rowe has said, "For problems that need data that has yet to be discovered or methods that have yet to be created, there is no better place for the world to come to than the Global Research Institute."

Our strategic approach can be visualized as a six-spoke flywheel, with effort along each spoke creating additional momentum that advances our mission:
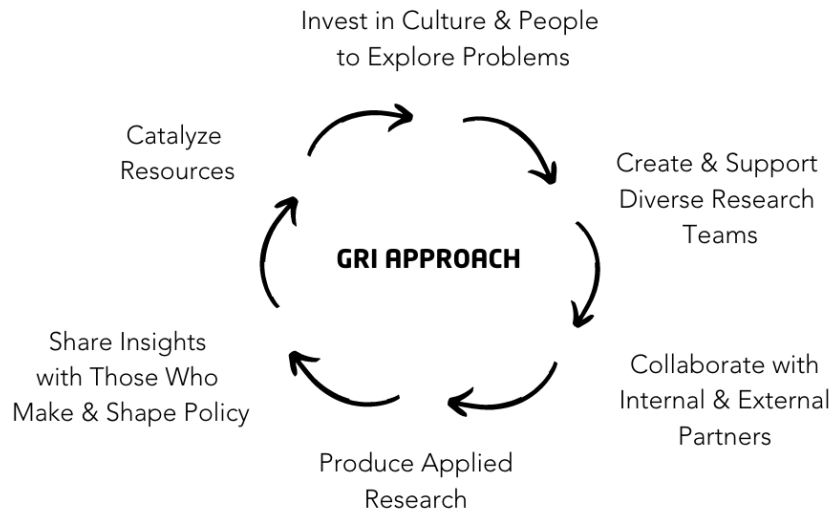
Our FY23 Impact Summary Numbers

Last year, GRI supported work and produced a variety of outcomes:

- 9 research labs and 50 unique faculty/student research teams
- 145 W&M faculty members engaged in one or more GRI programs across campus
- 1161 student engagements with GRI programming, with 267 students having a unique applied internship/research experience
- 105 active external partnerships *(incl. Gates Foundation, Carnegie Corporation of NY, State Department, UNDP, Innovations for Poverty Action, Ford Foundation)*
- 101 briefings with policymakers & 3,430 media hits *(incl. the Economist, Financial Times, BBC, Foreign Policy, Wash Post, Wall Street Journal, and USA Today)*
- 51 peer-reviewed publications *(incl. 26 co-authored with W&M students) and* 3,336 total research citations by other scholars
- $10 million in new funding from external sources (a more than 100% increase over FY22)

Director's Note

Dear Friends,

This is our third annual stakeholder report. It looks back on what we have accomplished and where we have fallen short in the previous fiscal year. It uses the same quantitative metrics that we have used in the previous two years so that we can track our performance and impact over time. It also provides qualitative evidence to help put the quantitative metrics in context.

I'm excited by our progress in raising William & Mary's global profile and in producing new knowledge that shapes both academic and policy debates. We continue to provide unparalleled learning and professional opportunities to an increasing number of W&M students. Despite these accomplishments, we still have serious work to do to put GRI on a sustainable footing and to ensure that we provide opportunities to a broader range of students and faculty at W&M.

GRI is a distinctive organization within academia with a proven model capable of delivering rapid results to support the strategic goals outlined in W&M's Vision 2026. GRI creates new knowledge to address real-world problems, while also training the next generation of globally-minded scholars and leaders. Our approach is distinctive because of the way we integrate three priorities:

1. **Engagement beyond the Ivory Tower**: GRI researchers focus on real-world problems in collaboration with external partners. These problems require multidisciplinary solutions that leverage knowledge and tools from different domains.
2. **Inclusion of students in the research process**: All GRI labs and initiatives include students in their work. All great universities create new knowledge, but GRI integrates the teaching mission of the university into the research process to ensure that our students receive distinctive learning and mentorship experiences that they can't get in a classroom.
3. **External funding:** GRI embraces a "seed to scale" model — making catalytic investments in student/faculty ideas that have the potential to attract external support in the form of grant funding, earned revenue, and/or philanthropic support.

In the past year, we have made significant progress on two of the three Key Goals that were outlined in last year's Stakeholder Report. Details on our progress, and where we fell short, are documented below.

GRI has now been in existence for 20 years. Our origin story of student ideas catalyzing research collaboration is as relevant today as it was back in the Summer of 2003. I still believe that good ideas can come from anyone, and I see them coming from my students every day. This semester I taught a freshman seminar, and the creativity, work ethic, and can-do attitude that characterized GRI's founding is still strong here in the Burg.

As always, thanks to you, our stakeholders and partners. Our ability to support student-faculty research at a world-class level depends upon your support. As educators, we have provided high-touch experiential learning opportunities to thousands of students, who have graduated to deliver profound impact across government, industry, and the non-profit sectors. Teaching through research is a calling card for GRI as we pioneer a research-infused model of the liberal arts. Teaching students is not a by-product of our work – it is an essential component of the GRI mission. Together we can make William & Mary a leader in applied research that makes a difference in the world.

Sincerely,

Mike Tierney
Director, Global Research Institute
William & Mary

Our Approach

Real-world problems don't respect disciplinary boundaries, and neither do we. William & Mary's Global Research Institute builds student-faculty research teams that create new knowledge and make a difference in the world. GRI's work attracts millions of dollars every year, supporting top talent, training hundreds of students, and generating new insights to solve real-world problems.

The seeds for GRI were first planted in 2003 when two William & Mary students asked provocative questions: one student wondered about the gulf between how professors teach and how they study international relations; another was writing his honors thesis and discovered the data he needed didn't yet exist. These students teamed up with professors and practitioners to solve these problems, and as they did, they realized this collaborative approach to creating new data, methods, and knowledge needed a home. So they created GRI, a place where multidisciplinary collaboration leads to innovative approaches to applied research.

GRI currently supports 9 research labs, more than 30 affiliated faculty, and 40 full-time research staff. Every research initiative has a team of students working with faculty and staff to develop ideas, collaborate with partners, create and analyze data, and invent new methods to solve pressing global challenges. This approach helps researchers produce insights that matter beyond W&M and beyond the ivory tower. GRI's "horizontal" approach — around teams and projects, as opposed to the "vertical" organization of a typical academic department — encourages collaborations across research labs at GRI and across the university.

In our approach, there is no single defining action or "light bulb" moment. Rather, GRI creates space for diverse research teams to advance their own ideas and gives the most promising ideas space, mentorship, and resources to flourish. We know that one size does not fit all, and we work with our researchers to help them realize their goals and increase their impact.

This approach has delivered strong results. Data and research findings from GRI projects can be found in headline news, top peer-reviewed journals, and the Presidential Daily Brief. The growth in collaborative partnerships has been particularly important. These partnerships have helped catalyze resources (generating over $84 million in external grants since 2008) and garner international media coverage. Researchers at the Institute have published in the leading outlets in their fields and developed actionable insights with practitioners from more than 78 funding partners, including the U.S. Department of State, the World Bank, the Gates Foundation, the Smith Richardson Foundation, and the Carnegie Corporation of NY.

As GRI grows, we remain committed to our founding proposition that good ideas can come from anyone. GRI deliberately invests in scholars and students who take both work and community

seriously. When we're not analyzing data on W&M's supercomputer, running field experiments with local partners, or implementing a large-scale, global survey, you'll find us enjoying a BBQ and exchanging ideas on the front porch of our research home at 427 Scotland Street.

A creative culture of innovation, fun, and willingness to think differently has been essential to our success. By helping to support, incubate, and scale the ideas of diverse research teams working on real-world problems, we bring W&M to the world and the world to W&M.

FY23 Focus: A Look Back on the Previous Year

Last year we prioritized three big objectives for GRI as a whole:

1. Create a Collaborative Multidisciplinary Space: *Identify a permanent space that can house our full research team and our closest campus partners.*

After 10 years in our current location, we have outgrown the space at the big yellow house on Scotland Street. Over the years, GRI has called many different campus locations home, and we have moved as we have grown — adding researchers and research labs and increasing our engagement with students. Last year we planned to move *some* staff into the old Campus Center, along with two other organizations on campus, the Institute for Integrative Conservation (IIC) and the Whole of Government Center of Excellence (WGC).

In the planning process, the university identified a better temporary space, to which all of our staff, students, and researchers could move: the ground floor of the Swem Library! This space provides more than 3x our current space, improved technology, and enhanced opportunities for collaboration with the IIC and WGC. We will also be at the center of campus, within a short distance from many academic departments and student study spaces. We have an anticipated move-in date in February 2024.

While we will have fond memories of our Scotland Street location, we look forward to a space that will support student/faculty research at a national level of excellence. Concurrently, W&M leadership is working hard to identify a permanent location for GRI, IIC, and WGC. We are optimistic that we will identify this space early in the new year. We've already come a long way from the basement of Morton Hall in 2003, where this whole journey started.

2. Increase Impact of the GRI Research Community: *increasing basic research by attracting and retaining talented researchers, developing high-quality external partnerships, and improving research dissemination.*

Beyond the raw numbers (see FY23 Impact Metrics below), our focus on this goal highlights the importance of *talent retention*, high-quality *external partnerships*, and *improved dissemination* of research, especially to audiences that can use this knowledge to make better decisions. The five examples below illustrate progress on these fronts.

Gates Forums

In FY 23 GRI worked with our partners at the Gates Global Policy Center to host the first annual [Gates Forum](#). As a way to honor the legacy of Chancellor Robert M. Gates, we convened over a dozen senior government and industry leaders in Williamsburg to tackle a pressing U.S. national security issue. Chaired by Chancellor Gates, the Forums run for two days, drawing upon the real-world experience of conferees and the best available research to diagnose the challenge, consider a range of possible response options, and articulate a nonpartisan roadmap for improvements in U.S. policy. Original research conducted by Samantha Custer and AidData's Policy Analysis Unit served as the intellectual backbone of Forum. The first Gates Forum, held in December 2022, addressed the issue of [U.S. strategic communications](#). The second Gates Forum, held in December 2023, analyzed [U.S. development assistance](#). Because the forums include members of Congress and the Executive branch, the research highlighted here can inform legislative, regulatory, and policy debates.

Security and Foreign Policy Initiative

In February 2022, GRI's [Security and Foreign Policy Initiative](#) hosted its inaugural Spring Convening. The thematic conference focuses on a specific contemporary policy issue and provides a platform for research that critically questions the efficacy of past and current foreign policy solutions to pressing problems. The conference engages scholars and practitioners who are open to transpartisan policy debates that explore and broaden the range of options for the United States. February's conference focused on the issue of "alliances," while next year's conference will tackle international security in East Asia. The gathering includes roughly 25 external experts, as well as the two in-residence [Security and Foreign Policy Postdoctoral Fellows](#). In addition to dissemination of research at the Convening, GRI hosted a keynote conversation for the whole campus community, supported a podcast by Eurasia Group, and generated a multidisciplinary special issue to be published in the journal *International Politics*.

"Appallagio": GRI's First Research Retreat

In May, GRI hosted a two-day research retreat in the Blue Ridge Mountains dubbed "Appallagio" (an homage to the more lavish "Bellagio" retreat put on by the Rockefeller Foundation in Italy). The retreat convened 20 researchers from across the University interested in collaborating to address one or more of the pillars of [W&M's Vision 2026](#). The idea is to create an intellectual ecosystem where leading scholars want to stay. While W&M faculty will certainly accept invitations

for the Bellagio, we want them to know that we are creating the conditions for multidisciplinary collaboration here in the Burg. The retreat allowed GRI to build bridges across different schools and departments at W&M and to connect some of our best scholars with university leadership and potential corporate partners in a beautiful setting. Two collaborative projects and several compelling grant proposals emerged from the retreat.

Applied Research Innovation Initiative (ARII)

In 2023, GRI, the Institute for Integrative Conservation (IIC), and the Whole of Government Center of Excellence launched the Applied Research Innovation Initiative (ARII). ARII aims to seed and scale applied research across the university in collaboration with the IIC and WGC. In this pilot version of the program, which is funded by [a generous gift from Mike and Valerie Foradas](#), ARII will support multidisciplinary teams of researchers, including faculty, staff, and students, to work on applied projects that address societally important issues that align with the goals of Vision 2026. In Fall 2023, ARII [hosted workshops](#) that encouraged W&M faculty and staff to break down silos and think in multidisciplinary ways to identify solutions to real-world problems. All of the research collaborations funded by ARII require the research team to build partnerships and co-design the research with external partners who can use the knowledge produced to inform their own policies and work.

Research Seminars

World-class universities host internal and external seminars that engage faculty and students in cutting-edge research. Over the past year, GRI hosted nine research-in-progress (RIP) seminars (18 memos) that brought together hundreds of faculty and staff from across the University to workshop draft research memos and draft articles. RIP seminars not only provide targeted feedback on the works under consideration, but they help spark future collaborations across disciplines and methodologies. RIP seminars create a venue for GRI researchers to make new connections across the University while fostering novel approaches to applied research.

GRI also hosted three Global Research Seminars in Spring 2023. Our Global Research Seminar provides financial and logistical support to GRI Affiliates to bring an external expert from across the world to campus to help the PI scale their work, meet with their research teams, meet with students, and give a public talk. Visiting experts included Dr. Harris Selod of the World Bank, Dr. Marina Rudling of Heidelberg University in Germany, and Dr. Ulbe Bosma of the International Institute of Social History in Amsterdam. Students and faculty discussed topics that ranged from development economics to China's global rise to the global history of sugar.

3. Identify Resources and Implement "Accelerate" Research Model: *identify and secure unrestricted resources to make catalytic investments in the future of research.*

Material progress on this goal was limited in FY23. In short, GRI has not identified the resources to rapidly accelerate growth, sustain core operations, or protect against downturns in external grant funding. With the assistance of current University leadership and three of W&M's former presidents, we turned the "Accelerate Plan" from a business case into a philanthropic case statement and sought to raise funds to make GRI a more sustainable enterprise.

To date, we have made limited progress in raising expendable funds to support and sustain core operations, but 2024 is a new year, and we will focus intensely on this goal in the new year. In support of this goal, we have launched a GRI Advisory Board, hired a new staff member to lead our development efforts, and are working closely with University Advancement to raise the flexible expendable funds needed to accelerate growth and ensure the sustainability of core operations.

FY23 Impact Metrics

"Every time someone early in their career asks me how I built mine, I tell them about student research. William & Mary afforded me opportunities as an undergraduate that I have yet to hear of at any other public university. And they weren't only academic. I learned how to manage a project, how to manage others, how to write a grant budget, and budget my time. I learned how to go for a walk when the models crashed instead of kicking the computer out the third-floor window. The friendships I forged in the trenches of Morton Hall have lasted twenty years. I'm astounded by what has become the Global Research Institute, and proud that I can continue to support their work."

Jessica Jones, GRI alumna

This year marks the 20th anniversary of the first research projects that launched GRI. Since then our approach has remained the same — create knowledge to address real-world problems while training the next generation of global scholars and leaders. We are committed to maximizing the return on funding support and staff time to achieve these goals.

We measure impact in empty plates at BBQs and full seats at research seminars, but we also track our progress via specific metrics based on our flywheel. This is our third year of tracking metrics, and it marks the end of the cycle of our current strategic plan. We track these metrics for three reasons: 1) to better understand baselines for major areas of effort; 2) to see if we could identify connections and/or trends between the metrics; and 3) to see if we could determine which metrics were key strategic drivers.

As we review the 3-year trend, we have prioritized increasing the quantity and quality of our research through student/faculty engagement, external partnerships, and fundraising. This focus has led to increases in the following:

- Total faculty engaged
- Initiatives involving multiple research affiliates
- Number of student/faculty research teams supported
- Quality of student experience
- External partnerships
- Media mentions
- Unique donors
- Private donations
- External research dollars

Highlights

Invest in Culture & People

> "Now that I have finally left campus, I wanted to take the time to thank you for making a profound impact on my college career. Thank you for the ways you push me to learn new skills like Stata and ArcGIS, and for taking the time for me to learn the skill and understand the 'why'."
>
> *Student note to a GRI faculty mentor*

- 267 GRI students had unique applied research or internship opportunities, including:
    - Students briefed the U.S. embassy in Tunisia about their findings on civil-military relations;
    - They published op-eds on their research, such as AI-supply chain issues;
    - They collected and analyzed data for the [award-winning](#) and globally renowned [Chinese Development Finance dataset](#).
- Students were prepared to take the next steps in their careers:
    - They were accepted to graduate schools, including Johns Hopkins, Georgetown, Harvard, and Stanford;
    - They received prestigious awards such as the Mitchell Scholarship, Schwarzman Scholarship, and multiple Fulbright Scholarships;
    - They earned jobs at the National Institutes of Health, the Rand Corporation, Amazon's AI team, the Global Environment and Technology Foundation, the Federal Reserve, the State Department, and the Peace Corps.
- We made a concerted effort to attract students with diverse backgrounds and experiences to GRI:

- ○ 45% of students are from disciplines outside government, economics, international relations, and public policy;
- ○ 47.5% of students who are employed at GRI are non-white (as a point of comparison, W&M's Class of 2027 is 40% non-white).

Share Insights with Those Who Make & Shape Policy

> "My time here was my most important involvement during my time at William & Mary. It provided me with unparalleled and hands-on experience with intercultural communication, research, and peace education."
>
> *Student note to a GRI research mentor*

- ● [Project on International Peace and Security (PIPS):](#)
  - ○ Students presented research findings at over three dozen think tanks, corporations, and government departments, including the United States Institute of Peace, the Atlantic Council, The Woodrow Wilson Center, and Microsoft;
  - ○ They also briefed their work to 200 international officers (Lt. Col to Col. rank) at the Joint Forces Staff College.
- ● GRI Research affiliate [Sharan Grewal](#):
  - ○ Wrote an [open letter to President Biden](#) on Tunisia, signed by 20 former ambassadors and senior policymakers;
  - ○ A US Deputy Assistant Secretary called the open letter "thoughtful and timely" and invited Dr. Grewal for a one-on-one briefing about some of the current trends in the region.
- ● The [GeoTech team](#):
  - ○ Briefed senior experts/policymakers from Japan, India, Australia, and the U.S. as part of their work with Eric Schmidt's [Special Competitive Studies Project](#).
- ● GRI Research Affiliate [Peyman Jafari](#):
  - ○ Gave dozens of TV, radio, and newspaper interviews regarding the developments in and around Iran, mainly regarding the protests and the Nuclear Deal.
- ● [Ignite Project](#):
  - ○ Work on pediatric surgery in low-income countries as well as China's vaccination efforts in countering Malaria in Africa were both featured in the prestigious Stat News.
- ● [AidData](#):
  - ○ AidData's [analysis](#) in Europe, Eurasia, and Central Asia on energy security, peace and security, and the influence of Russia and China in the region have been essential to USAID and State Department programming. A briefing on the work to

the Congressional Intelligence Committee said, "This is real world, timely, and a practicable application to important issues."
- ○ Testimony provided to the House Financial Services Subcommittee on "International Financial Institutions in an Era of Great Power Competition" referenced AidDta's research, "Banking on the Belt and Road."
- ○ Last spring AidData's Executive Director, Brad Parks, briefed Jake Sullivan, the National Security Advisor for President Biden, as well as other U.S. government leaders, on China development finance. A follow-up message from his staff said, "Thank you for your excellent briefing to APNSA Sullivan and NSC leadership today. The fact that we got 45 minutes with NSC leadership is telling and a testament to the great work that you and the AidData team do."
- ○ AidData's work on development finance was cited by the Administrator of the U.S. Agency for International Development, Samantha Powers, in her article in Foreign Affairs Magazine, "How Democracy Can Win."
- Gates Forum:
  - ○ We know from our partners at the Gates Global Policy Center that work done through Gates Forum 1 directly influenced high-level policy discussions about the need to reawaken U.S. public diplomacy/strategic communications. The research volume led by Samantha Custer, Director of Policy Analysis at AidData, helped inform a recommendations report produced by GGPC. This report led to further media appearances and an op-ed from Chancellor Gates on the subject. Congressional and policy leaders in Washington have received both documents.
  - ○ A launch of the research volume in February brought Sam Custer into conversation with leaders in the field like Vivian Walker, Executive Director of the U.S. Advisory Commission on Public Diplomacy at the State Department, and Shawn Powers, Director for Strategic Planning and Communications in the Bureau of Cyberspace and Digital Policy at the State Department.

Produce Applied Research

"Your mentorship helped me to grasp difficult concepts and gain confidence in my ability to succeed. Whether that was overcoming GIS or completing a literature review I am inspired by my new knowledge on how to conduct a research project."

Student note to a GRI research mentor

- International Justice Lab:
  - ○ Professor Kelly Zvobgo, Director of GRI's International Justice Lab, won the American Political Science Association's Craig L. Brian's Award for Excellence in Undergraduate Research and Mentorship, and her research model was cited

across multiple articles for a peer-reviewed special issue of PS: Political Science and Politics on undergraduate involvement in research. Prof. Zvobgo also received the United Nations Association Emerging Human Rights Leader Award.

- AidData:
  - AidData's work on USAID's Higher Education Solutions Network involved training 2,124 development professionals in 15 countries on the management and use of geocoded development data over 5 years; provided over 300 data-related analyses, mapping activities, or consultations for development actors to enable them to use geocoded data and research products in their work, and supported 58 different USAID operating units with geographic analysis and research to support their work.
  - AidData received the following praise from the USAID Deputy Director for Research Programs: "The College of William & Mary managed the "AidData Center for Development Policy" with exceptional professionalism, competence, commitment, passion, and operational excellence. [...] I would rate their performance on this Award as Outstanding. Throughout the duration of the Award, the project worked to produce precise, subnational data on aid flows at a global scale and ensure that more granular development data could be used to inform advocacy, research, and decision-making. Offering geospatial data, tools, research, and training, [AidData] enabled development actors to make sense of vast stores of project information and socio-economic indicators that can improve decision-making and resource allocation within the global development community."
  - AidData's work on Geospatial Impact Evaluations received the following praise from partners at Mathematica: "AidData developed a geospatial impact methodology that became a high-demand tool commissioned by many stakeholders (including USAID missions) for assigning impacts in difficult-to-measure environments."
  - Jorg Faust, the Director of DEval (Germany's evaluation unit) said the following on AidData's Listening to Leaders product: "After already having cooperated twice with AidData on its Listening to Leaders Survey, this has been another great experience working with one of the leading research institutes in development cooperation. This study provides new evidence suggesting that Germany can more effectively shape the reform priorities of decision makers in its counterpart countries when it is a 'leading donor.' German aid agencies should therefore consider whether and how they can focus their aid resources across fewer partners, sectors and projects."
- GRI Research Affiliate, Zach Conrad:
  - Research has been incorporated into policy documents published by UN FAO, US EPA, and NIH, informing policies and programs to improve food system sustainability and develop healthy diet patterns.
- GRI Research Affiliate, Peyman Jafari:

- ○ In January 2023, he was invited by the Dutch Prime Minister and the Minister of Foreign Affairs to attend an expert meeting in January 2023, to share his ideas about the protests and political structure in Iran;
    - ○ From October 2022 he has provided advice to multiple international NGO's and human rights organizations engaged in supporting civil society activism in Iran, including labor unions.
- ● Ignite project:
    - ○ Had multiple engagements with external organizations ready-to-use research outputs, including The Clinton Health Access Initiative, the World Pediatric Project, and UNAIDS.

Flywheel metrics tracked from FY21 to FY23

1. Invest in Culture & People to Explore Problems	FY21	FY22	FY23
Student engagements at GRI	1060	1501	1161
Faculty engagement at GRI	75	71	145
2. Create & Support Diverse Research Teams	**FY21**	**FY22**	**FY23**
Number of faculty/student research teams supported	39	44	50
Number of initiatives involving two or more GRI research affiliates	7	21	25
Percentage of students from disciplines outside government, economics, international relations, and public policy	42.5	43	45
3. Collaborate with Internal & External Partners	**FY21**	**FY22**	**FY23**
Potential partner connections made for research labs and affiliates	30	52	21
Number of formal external partnerships (community partners, funders, data-sharing agreements, etc.)	33	79	105
4. Produce Applied Research	**FY21**	**FY22**	**FY23**
Number of Summer Fellows placed to conduct applied research	10	14	18
Number of working papers, conference papers, peer-reviewed articles, etc. published by labs and affiliates	63	76	51
Number of peer-reviewed papers published by labs and affiliates	18	50	43
Number of working papers, conference papers, peer-reviewed articles, etc. that are co-authored with students	20	50	26

Number of data sets published	5	17	10
5. Share Insights with Those who Make & Shape Policy	**FY21**	**FY22**	**FY23**
Number of citations to research outputs	1988	3042	3336
Number of media hits (to include features and data citations)	447	805	3430
Number of briefings with practitioners and policymakers	133	54	101
6. Attract Resources	**FY21**	**FY22**	**FY23**
Number of submitted grant and contract proposals	34	52	39
Dollar value of awards won	$4,224,016	$5,224,633	$10,400,000
Number of unique donors	349	472	777
Amount of private gifts	$443,931	$471,000	$491,887
Percentage of donors retained	46	64	59
Number of active funding partnerships with external agencies, bureaus, foundations, etc.	19	21	19

Building a Sustainable Organization

External partners have invested more than $84 million in GRI since its founding in 2008, and in FY23 GRI is actively managing over $19 million in funding ($14 million in external grants and contracts and $5 million in internal funds or investments from private donors). The majority of these external funds have been generated by the work of AidData, the largest and most mature research lab at GRI.

Finances

In FY23, GRI actively managed research funding, including active grants and contracts received in FY23 and previous fiscal years. Notable awards include $4.7M from the Bill and Melinda Gates Foundation to study agriculture remote sensing and $1.2M from the Hewlett Foundation for strengthening African partnerships for gender-transformative policy research.

Research infrastructure and staff support are necessary to enable such activity, and GRI received $882,643 from the university, $880,916 from corporations/foundations, and $496,211 from private donations to provide this needed platform of support.

Research Labs

GRI currently hosts 9 research labs and a variable number of initiatives led by faculty research affiliates. There is not a single universal end state for research labs or initiatives at GRI. Some are

currently "right-sized" at a small scale, particularly those focused on pedagogy or intensive research mentoring experiences, while others hope to expand.

FY23 Current Project funds administered by the Global Research Institute
(includes active grants & contracts awarded to GRI- supported Research Lab and affiliates

Research Lab/Affiliate	# of Active Awards	Active Awards	Non-grant funding	ALL Funding Sources
AidData	29	$ 10,817,141	$ 3,111,554	$ 13,928,695
GRI Research Affiliates	3	$ 996,182	$ 18,587	$ 1,014,769
TRIP	3	$ 650,322	$ 75,598	$ 725,920
DIG	4	$ 259,234	$ 97,067	$ 356,301
NukeLab	1	$ 93,768	$ 22,443	$ 116,211
Ignite	2	$ 68,839	$ 44,509	$ 113,348
PIPS	0	$ -	$ 64,257	$ 64,257
IJL	0	$ -	$ 58,514	$ 58,514
ABC	0	$ -	$ 45,042	$ 45,042
ARC	0	$ -	$ 5,957	$ 5,957
Total	42	$ 12,885,486	$ 3,543,528	$ 16,429,014

Income

GRI receives operational funding to support these research efforts via three primary funding streams.

1) <u>Grants & Contracts</u>: Research teams generated $10.4 million in new external research funding in FY23 (see appendix A for research partners). Of these new funds, GRI research grants contributed more than $1 million back to W&M via Indirect Cost Recovery (IDC). Over the past 5 years, GRI has generated more than 25% of these IDC funds for the entire main campus.

2) <u>Private funds</u>: External supporters (mostly W&M alumni) contributed over $400k to GRI in FY23. GRI had a 59% donor retention rate, compared to the national average non-profit retention rate of 25%.[1]

3) <u>W&M Direct Support</u>: In FY23, the university contributed over $700k in direct support for GRI's annual operating expenses and research infrastructure.
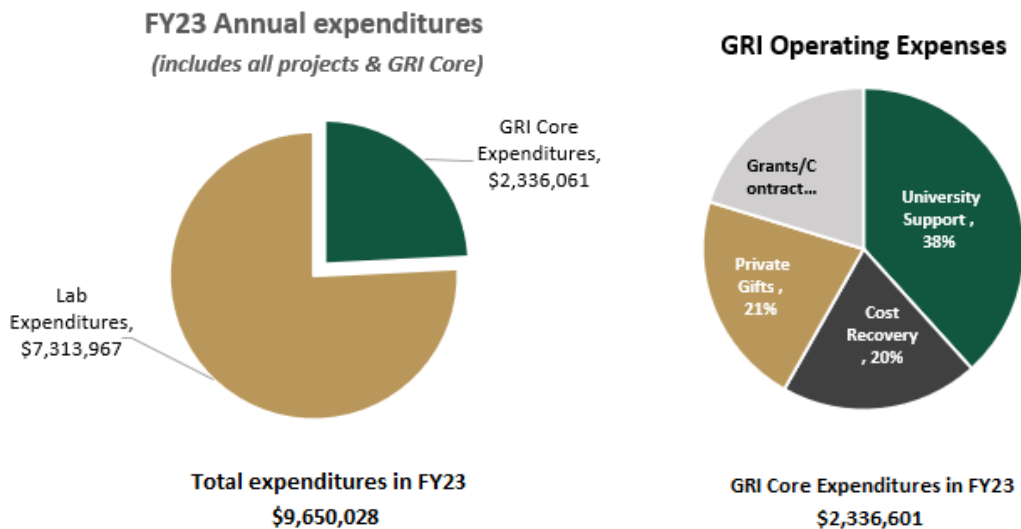
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[1] Blackbaud Charitable Giving Report, 2018.

Operating Expenses

Operating expenses support the infrastructure needed to facilitate applied research at scale.[2] GRI works diligently to minimize transaction costs paid by researchers (e.g. operations, human resources, facilities, communications) so that the research teams can focus on what they do best.

All the personnel, policies, and processes that help researchers to do excellent work is "research infrastructure," and world-class research is not cheap. Investments in core GRI staff and programs are necessary to support these expanding research activities.

FY23 Annual expenditures
(includes all projects & GRI Core)

GRI Core Expenditures, $2,336,061

Lab Expenditures, $7,313,967

Total expenditures in FY23
$9,650,028

GRI Operating Expenses

Grants/Contract...

University Support, 38%

Private Gifts, 21%

Cost Recovery, 20%

GRI Core Expenditures in FY23
$2,336,601

Annual operating expenses represent approximately 24% of GRI's total annual budget in FY23. The total amount for these operating expenses was $2.3 million. Of the operating expenses, 38% came from university direct support, 20% in cost recovery from research projects, and 21% from annual charitable gifts. 21% of expenses were covered directly by grants and contracts.

Funding Goals

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[2] Support for GRI research infrastructure is necessary to maintain current operations. These funds cover operating costs to include building lease payments, staff salaries, research and programming expenses, and general facilities maintenance.

As explained above, GRI has launched an ambitious initiative to raise $10 million in expendable funds to accelerate our growth and ensure the program's sustainability against downside risk. The $10 million raised in our Accelerate Initiative will be an investment designed to increase the growth and impact of research outputs, enhance student opportunities, and ensure fiscal sustainability. We will invest proceeds from the Accelerate Initiative in five specific areas to achieve these goals.

1. Invest in new research initiatives and scale existing projects that show potential to attract external funding
2. Support new staff positions that drive business development
3. Provide research projects with flexible funds to recruit and retain "best of class" researchers with a demonstrated ability to bring in external grants and contracts
4. Explore corporate partnerships and other models of revenue generation
5. Create a reserve fund to weather downturns in external funding without losing top talent

If you are interested in learning more about the Accelerate Initiative, you can reach out to Mike Tierney or to Kimberly Gray at: ksgray@wm.edu

Learn More/Get Involved

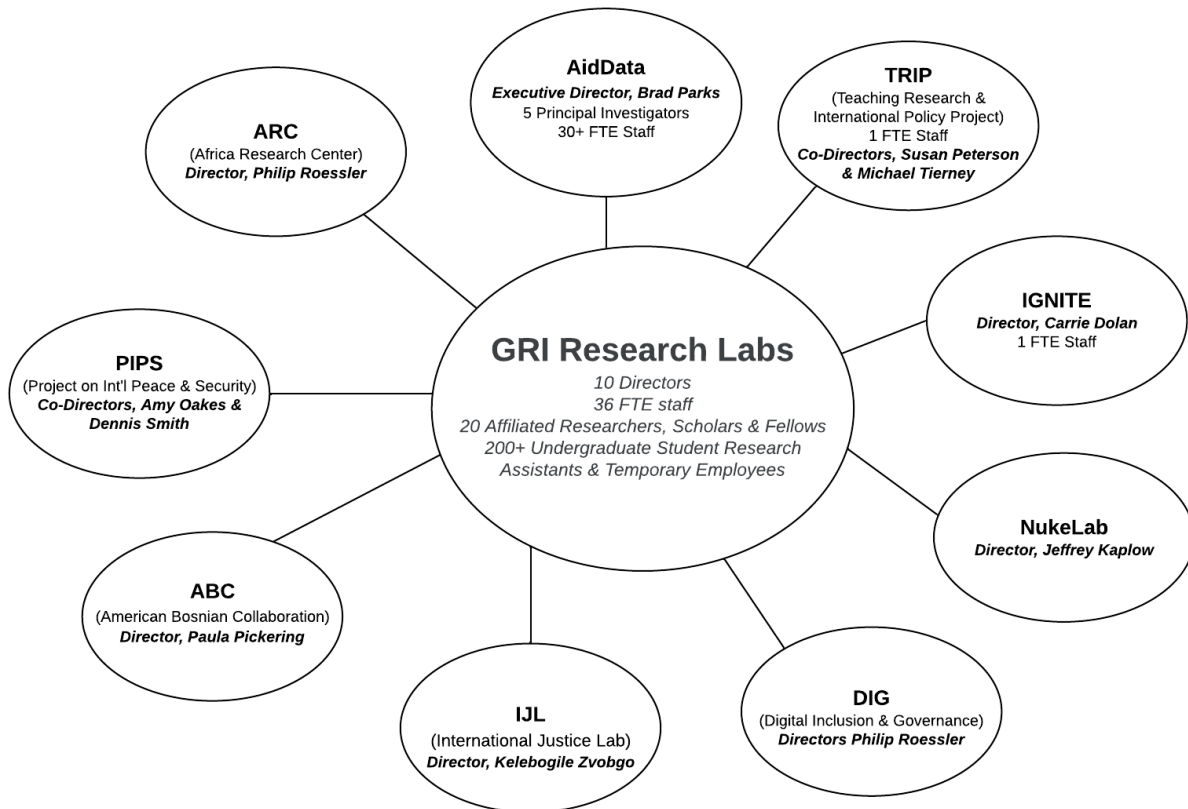Want to learn more or get involved at GRI? Please contact globalresearch@wm.edu.

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APPENDIX A: Organization

GRI Research Labs
10 Directors
36 FTE staff
20 Affiliated Researchers, Scholars & Fellows
200+ Undergraduate Student Research
Assistants & Temporary Employees

AidData
Executive Director, Brad Parks
5 Principal Investigators
30+ FTE Staff

TRIP
(Teaching Research &
International Policy Project)
1 FTE Staff
Co-Directors, Susan Peterson
& Michael Tierney

ARC
(Africa Research Center)
Director, Philip Roessler

IGNITE
Director, Carrie Dolan
1 FTE Staff

PIPS
(Project on Int'l Peace & Security)
Co-Directors, Amy Oakes &
Dennis Smith

NukeLab
Director, Jeffrey Kaplow

ABC
(American Bosnian Collaboration)
Director, Paula Pickering

IJL
(International Justice Lab)
Director, Kelebogile Zvobgo

DIG
(Digital Inclusion & Governance)
Directors Philip Roessler

APPENDIX B: FY23 Funding Partners

- Agence Française de Développement
- Bill and Melinda Gates Foundation
- Carnegie Corporation of New York
- Charles Koch Foundation
- Cloudera Foundation
- Department of International Development, U.K.
- DEval, German Institute for Development Evaluation
- Food and Agriculture Organization of the United Nations
- Ford Foundation
- Gates Global Policy Center
- Good Ventures Fund
- Innovations for Poverty Action
- Institute for the Advancement of Food & Nutrition Sciences
- International Monetary Fund
- Jeffress Memorial Trust
- RAND Corporation
- Smith Richardson Foundation
- Stanton Foundation
- The Public Interest Technology University - New America
- The William and Flora Hewlett Foundation
- U.S. Agency for International Development
- U.S. Department of Defense
- U.S. Department of State
- United Nations Foundation
- University of Glasgow

APPENDIX C. GRI Alignment with W&M's Vision 2026

GRI's model is well-positioned to drive W&M forward in initiatives such as W&M's Vision 2026. For the past 15 years GRI has showcased the power of curiosity paired with strong external partners and efficient execution, and GRI has the leadership strength, intellectual talent within its 9 labs, an affiliate program for broadening across more schools and disciplines, and the years of experience in operational implementation to execute research proposals in W&M priority areas. The table below identifies FY23 research initiatives, as mapped to the stage of development and alignment with W&M's Vision 2026.

FY23 GRI Portfolio of Externally Funded Research Initiatives
(Coded by stage of research, GRI research lab, & by alignment to W&M's Vision 2026)
Green: Data | Yellow: Democracy | Blue: Water
W&M's 4th priority, careers and internships, is baked into each GRI initiative

1. Profit Centers (Mature & Stable External Revenue)	2. Profit Centers (Maturing Projects with High Growth and External Funding)	3. Start-up Initiatives with Scaling Promise. Those with a star* have attracted external funding from grants or private philanthropic gifts.
Snap Polls (TRIP)	Geospatial Impact Evaluations (AidData REU)	Text as Data:Justice and Democratization (DIGLab)
Chinese Development Finance (AidData TUFF Team)	Sino-Russian Information Operations (AidData PAU)	Computational Tools for Food Sovereignty on Indigenous Land (Conrad/TW & IIC)*
Data for Proliferation (NukeLab)	Sustainable Food Production (Conrad)	Spatial Epidemiology and Policy Interventions (IGNITE)*
GeoQuery: Public Good for Data Science (AidData REU)	Smart Phones & Gender Equality (DIGLab)	Mapping Inequality: Digitizing Investments & Conflict (CAR)*
Listening to Leaders Survey (AidData PAU)	Security and Foreign Policy Initiative (GRI)	Optimizing & Securing Supply Chains (AX and RC)
	Remote Sensing for Climate/Agriculture (AidData REU)	Entrepreneurship in Public-Interest Technology (IGNITE, DIGLab, and Entrepreneurship Hub)*
		Socio-Political Effects of Digital/Mobile Tech (DIGLab)

		Civ-Mil Relations and Democratic Stability (SG)
		Transitional Justice at Home and Abroad (IJL)
		The Psychology of Diplomacy (PPIR and GRI PD)
		History and the Future of Arms Control (NukeLab & AH)
		Gender & Equity in Development (AidData)*
		Algorithms, Bias and Democracy (DisinfoLab)
		Veterans Support for Democracy: US and FSU (DM)
		The Origin and Decline of Democracy (SH)
		Regional Approaches to Nuclear Security (NukeLab & AH)*
		U.S. Strategic Communications Capabilities (AidData)*
		Technology & Democracy Project
		Nepal VIMS/IIC Colab: Water, Data, & Governance (GRI)

APPENDIX D: FY23 Research Labs

AIDDATA

AidData is the Institute's largest and best-known project. It tracks underreported financial flows (including Chinese activity), conducts surveys of development policy leaders, and combines satellite imagery with other large datasets to evaluate project effectiveness. AidData is unique among the Institute projects as it maintains its own partnerships and communications team that pursues grants, develops media contacts, and produces sophisticated communications outputs. In addition to a prolific social media presence and regular peer-reviewed journal articles, AidData routinely has its work cited in elite media outlets. AidData's funding comes primarily through external grants and contracts, but it also receives support from W&M for three senior research positions.

AFRICA RESEARCH CENTER

The Africa Research Center is a research center that addresses some of the biggest development challenges facing countries in sub-Saharan Africa. Research streams focus on the impact of the mobile phone revolution; the origins and consequences of spatial inequality; the causes of armed conflict; the links between gender, health, and development; and the educational benefits of sport-for-development programs. It has good local partnerships and a solid track record of securing grant funding from leading organizations. In addition to conducting applied research, ARC serves a convening function for W&M students, faculty, and alumni who live, work, or study in Africa. ARC's funding primarily comes from external grants, as well as from a small number of private donations.

AMERICAN BOSNIAN COLLABORATION

The American Bosnian Collaboration (ABC) project brings together W&M and Bosnian students to foster cross-cultural understanding and build skills that empower the youth of Bosnia. Students work in cross-cultural teams with faculty mentors at W&M and the University of Sarajevo to test different educational approaches to teaching English and skills for communicating effectively across cultures, for thinking critically, and for taking action to improve their communities. The impact of ABC's research is multiplied by Bosnian student teachers who bring lessons from our research into formal classrooms, where they educate the next generation of youth, and by W&M students who bring collaborative research skills into their careers. ABC's current funding comes from GRI and other units on campus, with support from a small number of external donations and dedicated alumni.

DIGITAL INCLUSION AND GOVERNANCE LAB

The Digital Inclusion & Governance Lab is a research lab at William & Mary's Global Research Institute. DIG Lab undertakes rigorous, policy-relevant research on the impact of digital technologies on society, politics, and the economy. DIG Lab researchers employ a range of methodological tools, from randomized-controlled trials to textual analysis, combined with novel data collection, to better understand how to increase digital inclusion and leverage digital tools to maximize societal benefits. Its primary research areas are: bridging the digital divide; digitization, text-as-data, and governance; and interoperable payments and financial inclusion.

DIG Lab is supported by research grants from the NSF, Gates Foundation, and IPA and is in early conversations with private companies in the global telecoms industry.

IGNITE

Ignite, based at the Global Research Institute and in collaboration with the Department of Health Sciences, works with policy makers who are allocating public health resources such as vaccines and malaria bed nets. These resources are limited, so we shine a light on where they are needed the most. Our approach improves decision making by integrating community partners with aggregated data and methods from public health, economics, and geography. This produces a roadmap for clearer and better decision-making that enables better health outcomes.

INTERNATIONAL JUSTICE LAB

The International Justice Lab brings together faculty and students from across the United States to conduct collaborative research on human rights, transitional justice, and international law and courts. IJL aims to produce high-quality social science research that is relevant to policymakers, practitioners, and civil society advocates. The lab has successfully translated its peer-reviewed research into essays that contribute to contemporary public policy questions in the United States and around the world. IJL is currently being supported by internal GRI funds.

NUKELAB

The NukeLab explores questions in nuclear security, proliferation, and deterrence. Ongoing research projects at NukeLab include: assessing proliferation risk, mapping the nuclear nonproliferation regime, and analyzing the past and future of nuclear proliferation. GRI has helped NukeLab to support a speaker series linked to a COLL course that brings scholars and practitioners to campus and has sponsored a book workshop on nuclear proliferation. NukeLab's funding relies on external grants from private foundations.

PROJECT ON INTERNATIONAL PEACE & SECURITY

The Project on International Peace and Security is an undergraduate think tank. Each year, seven research fellows produce policy white papers offering novel solutions to under-discussed security issues. Fellows work with practitioners in the military and intelligence communities and are supported by a student research intern. Students present their work to a variety of practitioner audiences, including representatives from the military, the intelligence community, and Congress. The students do not produce datasets with ongoing data, but their individual projects could be of interest to government agencies or corporate sponsors. PIPS receives financial support from private gifts from its intensely loyal alums.

TEACHING, RESEARCH & INTERNATIONAL POLICY PROJECT

Teaching, Research & International Policy (TRIP) Project describes and explains the discipline of international relations and how research and teaching shape and are shaped by politics and policy. TRIP employs surveys of scholars, policymakers, journalists, think tank staff, and members of the public to understand the sentiments and behavior of these different groups. Its expansive survey sample frame and strong reputation allow it to produce snapshots of expert

opinion on a variety of contemporary foreign policy issues. Its Journal Article Database codifies the written discipline of the field. TRIP has a track record of external grants and contracts from private foundations as well as some initial forays into IP monetization, selling space on its flagship survey, and the sale/licensing of its data.