

# **Global Research Institute (GRI)**

**W&M's multidisciplinary hub for applied global research**





# Director's Note

Dear Friends,

This slide deck distills highlights from our FY22 stakeholder report ([bit.ly/gristakeholderreport2022](https://bit.ly/gristakeholderreport2022)).

As always, thanks to our stakeholders and partners. Our ability to produce 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. Faculty working with 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,



“

The Institute exemplifies the best of William & Mary. Creativity, entrepreneurship, and intellectual risk-taking are rewarded. By investing in the power of student-faculty research, the Institute is helping position W&M as a leader for world-class, applied research.”

**Robert Gates**



# ur Mission

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.

# Our Approach

In our approach, there is no single defining action or “light bulb” moment. Rather, each step builds momentum to create applied research that matters. This same process develops students as they participate in all aspects of the research process.

This “flywheel” model helps us allocate resources to make focused investments to support a pipeline of projects. The most successful of these projects catalyze additional resources to then re-invest in solving problems that matter.



# Tracking Our Work

Since 2003, our mission has remained the same — create knowledge to address real-world problems while training the next generation of global leaders and scholars. We are committed to maximizing the return on funding and staff time to achieve these goals. We review our work through metrics and impact studies, informed by a framework from the Stanford Social Innovation Review:

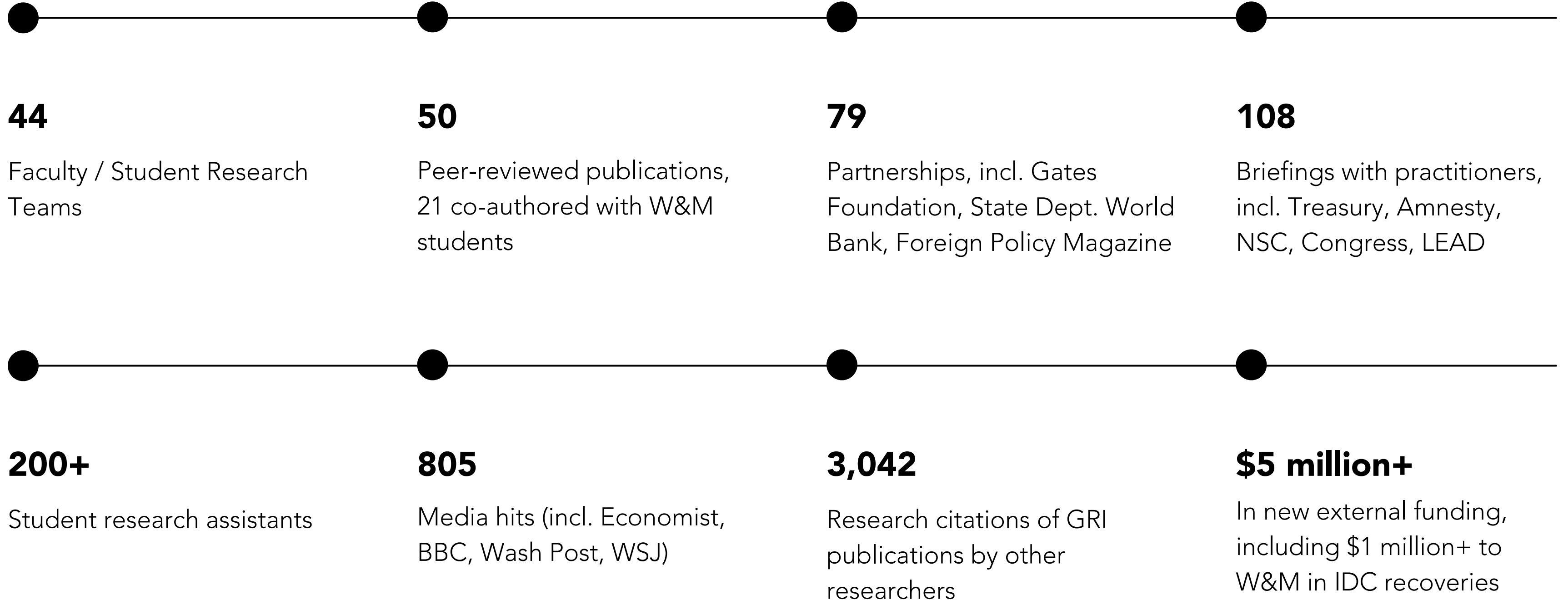
Are we  
executing and  
adapting our  
plan?

If so, are we  
implementing  
programs with  
quality?

Are we having  
an impact?

Are we building  
a sustainable  
organization?

# FY22 Key Metrics



# FY22 Impact Cases

in 4 categories



**Enabling  
Organizational  
Change**



**Informing the  
Public &  
Decision-Makers**



**Uptake of  
Research &  
Methods**



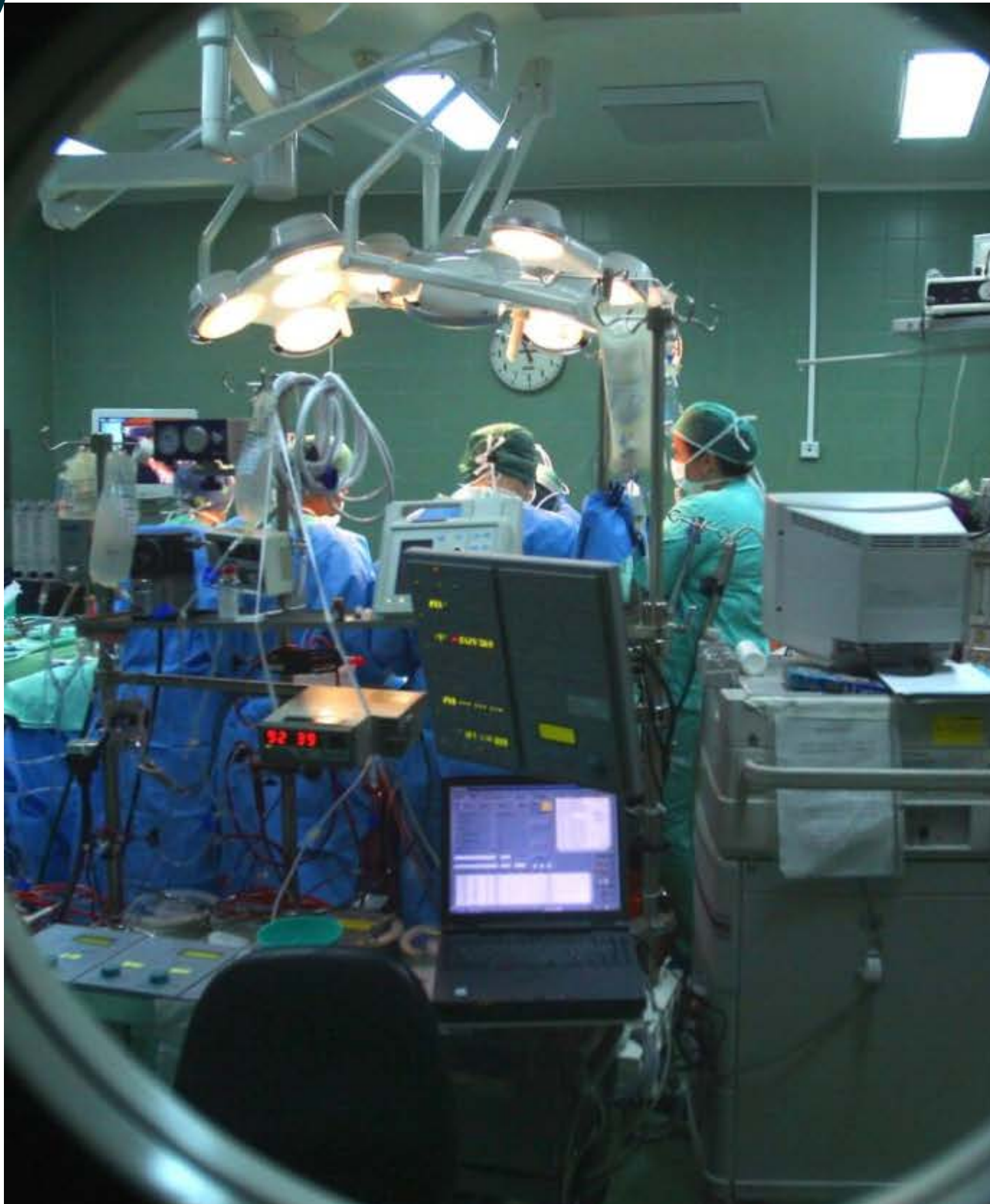
**Student  
Experience**





## Enabling Organizational Change

In April 2022, Dr. Sharan Grewal published “Norm Diffusion through US Military Training in Tunisia” in the journal *Security Studies*. He argues that US training of foreign militaries might not just be diffusing values like democracy and civilian control, but also the US military's rising partisanship and political influence. The Project on Middle East Democracy, a think tank in DC, asked Dr. Grewal to do a video conversation about the paper, with its research director describing it as “one of the most thought-provoking pieces of research I have read in a long time.” The article received a great deal of publicity, with US military officers asking for copies of the article and reporting back that Dr. Grewal’s research initiated internal discussions on how to improve foreign military training.



# Enabling Organizational Change

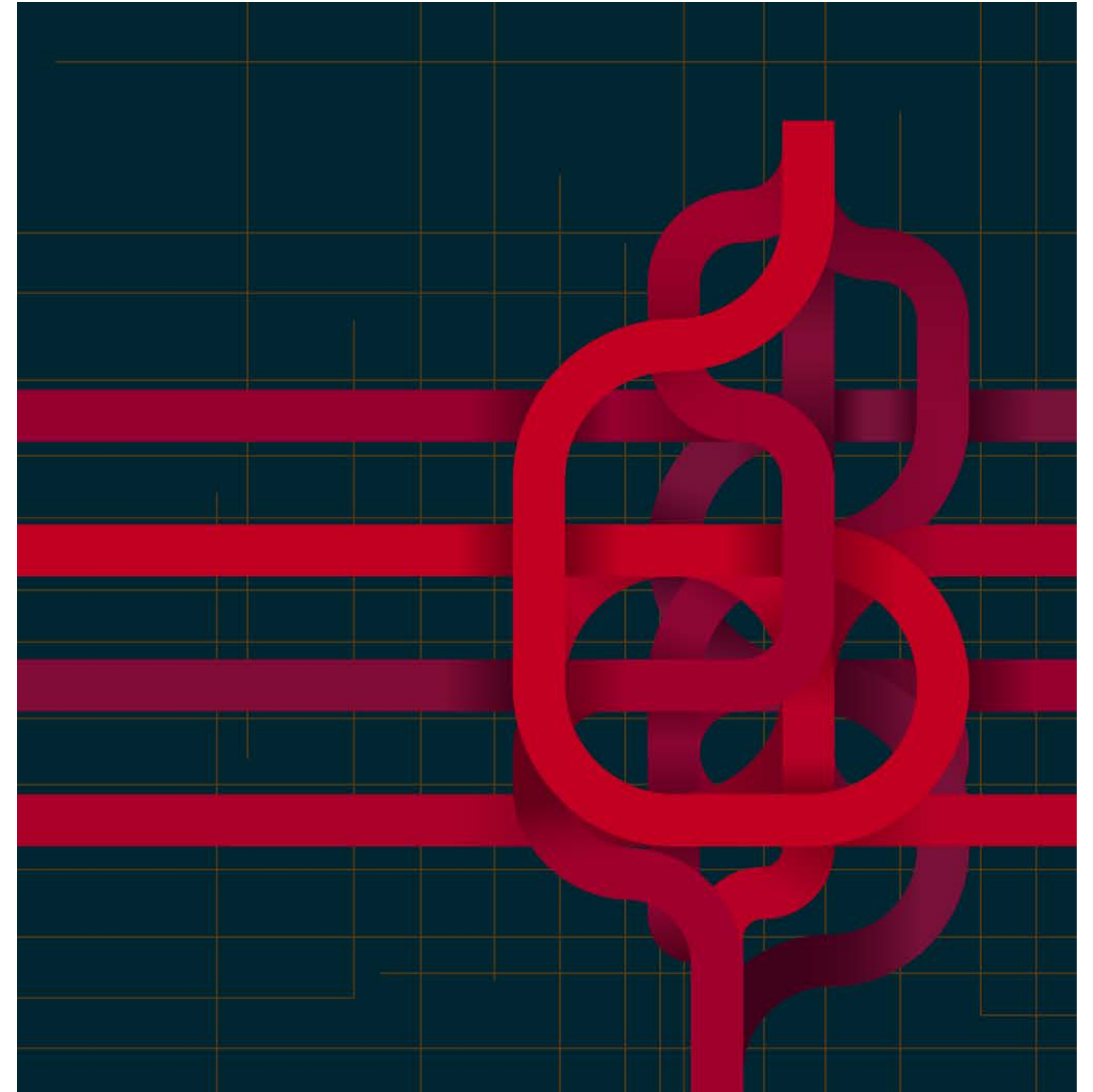
“

**This partnership gives us access to world-class, rigorous academic evaluation of our program model and activities... We greatly value the potential this partnership offers us now and in the future to collaborate on complex and interesting evaluation projects to move our organization forward.”**

**World Pediatric Project, partners of GRI's Ignite research lab**

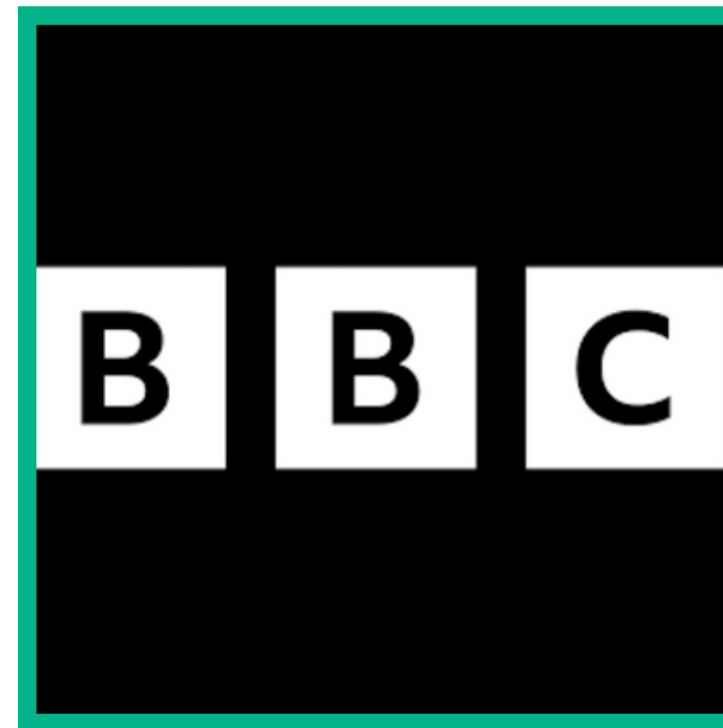
# Informing the Public & Decision-Makers

**In September 2021, AidData published a 166-page policy report titled “Banking on the Belt and Road” that was recognized by experts in the field as a “landmark” contribution. It generated extensive international media coverage, including nearly 500 TV, radio, print, and online stories and feature stories in The Wall Street Journal, The Economist, The Financial Times, The Guardian, BBC, and Le Monde. One month later, on October 25, 2021, the U.S. House of Representatives passed the Sovereign Debt Contract Capacity Act (H.R. 4111). In making their case for the bill, the Republican and Democratic co-sponsors of the legislation spoke at length about AidData’s work and singled out “Banking on the Belt and Road.”**



## Informing the Public & Decision-Makers

805 media hits in FY22 highlighted GRI research, raising W&M's profile and driving future research partnerships with external funders



# Uptake of Research & Methods

In the last year AidData's GeoQuery platform fulfilled 4,860 requests for customized datasets from 1,430 users at over 450 organizations. The World Bank, FAO, USAID, the Asian Development Bank, the Inter-American Development Bank, OECD, and Poverty Action Lab are among the various organizations that have used GeoQuery over the last year to undertake geospatial analysis of development policies and programs.



# Student Experience

GRI is one of the largest student employers on campus, with over 200 Research Assistants. 100% of students reported growth on one or more of the National Association of Colleges and Employers competencies. A priority is to have student researchers with a diversity of experience, and 37% of students are from disciplines outside government, economics, international relations, and public policy (exceeding our target of 33%). In terms of racial and ethnic diversity, 43% of students are non-white, exceeding the 37% of W&M's overall class that is non-white.



# Student Experience



**Jiaya Echevarria**

**"You understand the world a lot better when you have theory behind it, and this also leads to new questions, and new questions lead to new solutions. You begin to think 'Why hasn't anyone tried this?' and you can try it actually see the results. Research is kind of magical, especially when it has a positive impact."**



**Nitya Labh**

**"In every research lab I've joined, I've found a deep sense of acceptance and belonging, which have given me the confidence to pursue my own research. GRI is like an incubator for creative thinkers and future analysts, and that's what makes it so powerful."**



**Nathan Liu**

**"Besides the research opportunities, I'm grateful to GRI for consistently bringing guest thought leaders and change-makers to campus. I am constantly amazed by the high caliber of guests whose work directly relates to my interests and research."**

# FY22 Goals

**1**

**Plan & Execute  
Events that  
Drive Research**

**2**

**Catalyze &  
Scale Research  
Teams**

**3**

**Space for the  
Future**



## 1 Results

# Plan & Execute Events that Drive Research

GRI co-hosted W&M's inaugural China Convening in June 2022. This conference brought together 120 experts from around the globe, including the President of the National Democratic Institute, the former Prime Minister of Australia, and the current Executive Strategy Advisor of the Bill & Melinda Gates Foundation.

GRI received funding from the Charles Koch Foundation to increase the diversity of its research and teaching in the areas of U.S. foreign policy and national security. GRI will host a small seminar of foreign policy scholars and practitioners in Fall of 2022 and a larger conference in Spring 2023.

GRI worked with our partners at the Gates Global Policy Center to plan the first Robert M. Gates Forum that will focus on strategic communications as a tool of foreign policy in December 2022. A second (on development finance) will follow in Fall 2023. GRI is providing the research to support these high-level forum deliberations.

## 2 Results

# Catalyze & Scale Research Teams

GRI won an award from the Public Interest Technology University Network to advance issues of Democracy and Digital Inclusion. As part of that award, two staff members have been hired to support Ignite and the Digital Inclusion and Governance Lab.

GRI hired a nuclear historian and expert, Ryan Musto from Stanford University, to help lead emerging research initiatives and forums across the Institute.

GRI has partnered with an external corporation, First Ignite, to use AI and Machine Learning methods to match GRI researchers with corporate partners willing to fund applied research. This pilot program is in process with three GRI researchers covering diverse topics.

## 2 Results

# Catalyze & Scale Research Teams

Support from the Office of the Provost, private donors, the Carnegie Corporation of NY, and the Charles Koch Foundation has provided funds for 5 postdoctoral fellows, who will work with GRI research labs. During their two-year placements across the Institute, these fellows are participating in collaborative training and professional development sessions — bolstering skills such as writing op-eds and managing grants.

GRI's five postdoctoral fellows have started advancing multidisciplinary research on development economics, political psychology, diplomatic history, U.S. foreign policy, peacebuilding, and more. These scholars offer guidance and mentorship to undergraduates while working to increase the number of research outputs and grant proposals. Learn more about these new team members' goals at [bit.ly/gripostdocs](https://bit.ly/gripostdocs).

*"The freedom and the input that I've had into the process is really unrivaled by other research I've done. The way that I can influence the methodology, the way that I can influence some of the very fundamental aspects of the data collection ... makes me feel like I'm not just working for her, but that we're really collaborating."*

Research Assistant Andrew Tanner '22, who worked with postdoctoral fellow Tanu Kumar

# Space for the Future

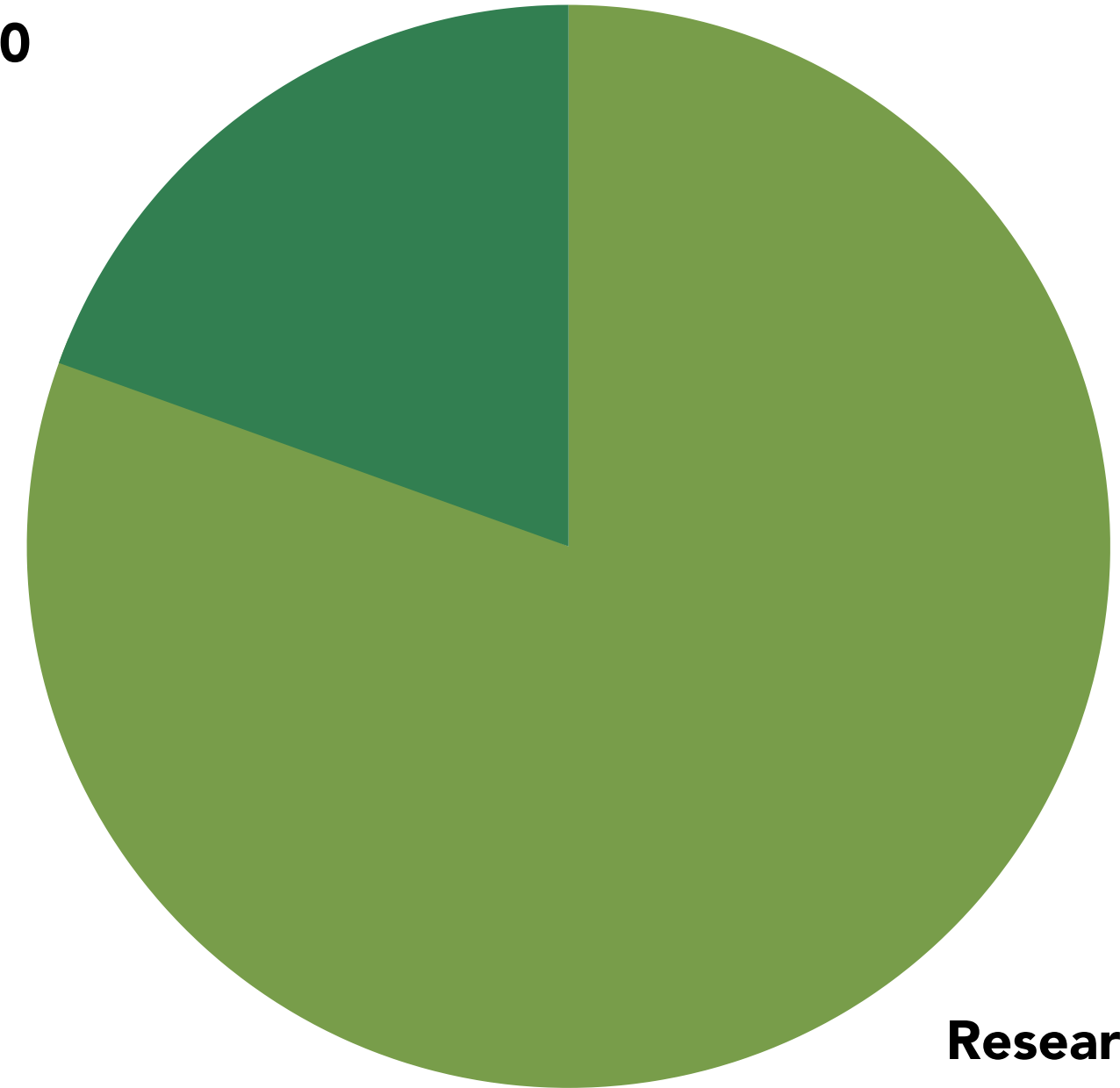
GRI coordinated with the Institute for Integrative Conservation and the Whole of Government Center to move key research staff together to create an innovation hub (projected location in the old Campus Center) to better address pressing problems that cut across campus.

We will use this temporary space (scheduled for demolition in 2025) to test some assumptions in the Applied Research and Innovation Initiative, a multidisciplinary research pilot organized around W&M's Vision 2026 focus areas. This collaboration has already led to joint research concepts with internal partners and external partners/funders.

# FY22 Finances

- GRI is actively managing \$15 million in research funding (\$11 million in grants/contracts).
- Research expenditures across the research labs was 5.7m in FY22.
- GRI operational and program expenses were 1.4m, and these activities support the infrastructure needed for applied research at scale (incl. facilities, communications, business development, finance/administration, seed investment and scaling support).
- In FY22 GRI labs brought \$1.3m back to W&M via indirect cost recovery.

**Operations & Programs**  
**\$1,400,000**



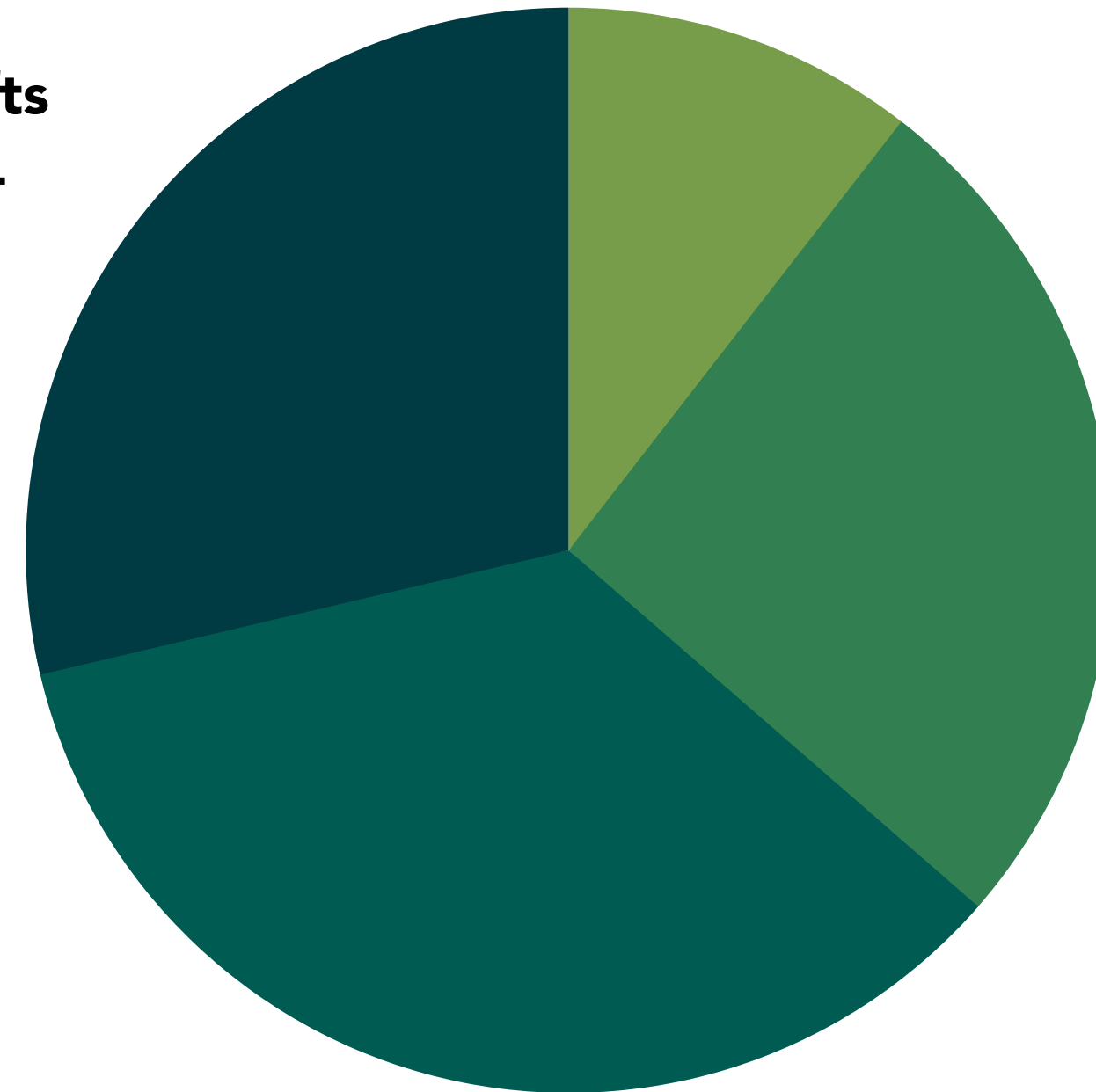
**Research Activity**  
**\$5,780,000**

# FY22 Operations & Cross Cutting Programs

- GRI had a 64% donor retention rate in FY22, compared to the national average non-profit rate of 25%
- Current reserve funds support a stable runway through at least FY26.
- The FY23 fundraising goal is 700k.

Private Gifts  
\$508,324

Reserve Funds  
\$186,127



Cost Recovery  
\$458,910

# FY22 Funding Partners

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

# FY23 Goals

**1**

**Create  
Collaborative  
Multidisciplinary  
Space**

**2**

**Increase  
Impact of  
Research  
Community**

**3**

**Fund &  
Implement  
"Accelerate"  
Model**





# Join Us

**Want to learn more or get involved?  
Contact Mike Tierney, Institute  
Director, at [mjtier@wm.edu](mailto:mjtier@wm.edu) to arrange  
a meeting or visit.**

**Together, let's advance world-class,  
applied research that makes a  
difference in the world.**

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