

ACADEMIC STRATEGIC PLAN

APRIL 2018 PROGRESS REPORT
NOVEMBER 2017 – MARCH 2018

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Immersion Vanderbilt

“We recommend that all undergraduates immerse themselves in a creative and independent project that gives each student an opportunity to engage, to question and to forge change. Immersion Vanderbilt will be tailored to fit the needs of each college and will take on many different forms.” – Academic Strategic Plan, June 2014

Progress

- Immersion Vanderbilt was approved by each of the university’s undergraduate schools as a degree requirement, as announced in December.
 - Reorganized offices and programs to support Immersion, such as moved Global Education Office (GEO) under the Immersion umbrella.
 - Carolyn Floyd was named the associate director of Immersion Resources.
 - The inaugural Ingram Commons Immersion Pathways Program was successful. First-year students were able to attend several series of programs related to Creative Expression Pathways (led by Elizabeth Meadows, Andrew Maraniss and Kate Brooks), Research (led by Alyssa Hasty), and International Pathways (led by Chalene Helmuth).
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Next Steps

- The Office of Immersion Resources is planning a move into its new space in Student Life Center. This new office provides central support and coordination for Immersion Vanderbilt efforts. The Office of Immersion Resources opens this fall.
- Immersion Vanderbilt will be a requirement for all first-year students entering in fall 2018.
- All schools/colleges, including professional schools, are working on plans to implement Immersion Vanderbilt. A [faculty steering committee](#) was established with representation from all schools to facilitate communication.

News

- [Learn about Immersion Vanderbilt at upcoming road shows](#)
- [New undergraduate degree requirement launches in fall 2018](#)
- [Buchanan gift to endow Vanderbilt Library Fellowship Program @VandyLibraries](#)

UNDERGRADUATE RESIDENTIAL EXPERIENCE

“We must deepen the educational experience by completing the residential college system. The opportunity for all our students, whether they be undergraduate, graduate, or professional, to interact with each other and with internationally recognized faculty brings us much closer to ideals behind educating the whole person in preparation for life-long learning.” – Academic Strategic Plan, June 2014

Progress

Residential Colleges: Construction and Planning

- In December 2017, the Board of Trust approved the next phase of the residential college construction, planning and design as well as the West End Neighborhood beautification.
- Construction began on the West End neighborhood projects (specifically at the corner of West End and 25th avenues).
 - In November, a pop-up park was created on Kensington Place – the transformed space provided an opportunity to see how the West End neighborhood beautification project will transform the area into a more engaging and inclusive space.
 - An outreach meeting was held in December for the Greek alumni to communicate the plans for the residential colleges along West End along with the planned beautification for the neighborhood.
 - A Town Hall meeting of residents of Carmichael Towers with university administrators was held on Monday, February 19 to respond to student concerns about construction noise from the Residential College A site.
 - On February 28, a meeting with VSG was held to discuss residential colleges and the West End Neighborhood projects.
 - The Residential College B “kick-off” meeting with architects and stake holders was held March 13.

- An additional Greek outreach meeting was held on March 21.
- Construction continues on E. Bronson Ingram College, with the new residential college set to open in Fall 2018.
- Provost Wenthe charged a committee, led by Dean Vanessa Beasley, to develop a vision for residential college programming. This committee, which has met monthly since its inception in November, delivered a report to Provost Wenthe at the end of March.
- This committee also produced a set of recommended honorific names for the two halls in E. Bronson Ingram. They are now under review by the Chancellor and Provost. Approval by the Board of Trust is required.
- The hiring process for a new Faculty Director for E. Bronson Ingram College as well as for the Commons Faculty Heads of House for the 2018-19 academic year is in the final stages. The new resident faculty members will be announced in spring 2018.

Commons

- Vanderbilt is constantly looking to expose its first-year students to renowned experts and industry leaders through meetings, guest lectures, etc. Two recent, creative examples of how the Commons staff has offered students increased engagement can be found below:
 - On February 19th in the Benton Chapel, we celebrated the life of Perry Wallace, the first African American varsity basketball player in the Southeastern Conference. Special guests and speakers included SEC Commissioner Greg Sankey, Wallace's wife, Karen, and their daughter, Gabrielle, former high school coach, Melvin Black, Vanderbilt teammate Godfrey Dillard.
 - The 10th Annual Walter Murray Lecture was held on February 5th in The Commons Center. The lecture was delivered by author and professor Linda Gordon. Gordon's talk centered on themes from her recent book, *The Second Coming of the KKK: The Ku Klux Klan of the 1920s and the American Political Tradition*.

Next Steps

- The programming vision committee will release its report in spring 2018.
- A newsletter has been launched to reach all of the West End Neighborhood constituents, ensuring full awareness of the plans as well as on-going and upcoming construction and parking updates.
- The move-out plan for residents of Carmichael Towers West is being developed by OHARE, VUPS, Parking Services, Campus Planning, and Plant Operations.
- Staff in the Office of the Dean of The Ingram Commons are working on bringing in guests and featured speakers to interact with students during the upcoming academic year.

News

- [West End neighborhood beautification efforts previewed by pop-up park](#)
- [FutureVU pop-up park to transform West End neighborhood Nov. 6-12](#)



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- [Vanderbilt to transform West End into innovative academic and experiential center](#)
 - [Provost names committee to develop vision for College Halls programming](#)
 - [Tenth annual Murray Lecture is Feb. 5](#)
 - [Celebration of life for Perry Wallace scheduled for Feb. 19 at Vanderbilt University](#)

EDUCATIONAL TECHNOLOGIES

Vanderbilt must build on its international reputation and conduct cutting-edge research that will assess effectiveness of new education technologies, which, in turn, will allow us to be a leader in best practices. We must embrace those new education technologies that foster innovation in learning, teaching and discovery. – Academic Strategic Plan, June 2014

Progress

- **Digital Literacy.** The publication of the [VU White Paper on Digital Literacy](#) moves Vanderbilt into a new era of digital education. Drafted by an ad hoc committee chaired by Associate Provost John Sloop, the white paper provides a working definition of digital literacy and suggests curricular and noncurricular means of advancing digital literacy for all students.
- **Emerging Technology (EmTech) Lab at the Wond’ry.** VIDL partnered with the Wond’ry to establish the EmTech Lab at the Wond’ry in order to expose the VU community to emerging technologies such as virtual and augmented reality. This complements the work on virtual reality at the Center for Digital Humanities.

Next Steps

- **Digital Literacy.** In support of the VU White Paper on Digital Literacy, Associate Provost John Sloop will begin to work with faculty and school/college leadership to specify courses as marked for digital literacy microcredentials for launch in either 2018/19 or 2019/2020.
- **Destiny One.** The Destiny One-Brightspace interface is anticipated to launch in January 2019. This interface will allow Vanderbilt to launch its own online content, including degree programs, and non-degree microcredentials and short courses.
- **Adobe Creative Suite.** The Adobe Create Suite trial launches in fall 2018, providing students and teachers with access to Adobe’s Creative Suite.
- **Digital Learning.** ENGM 3100: Finance and Accounting for Engineers, a for-credit online summer course open to Vanderbilt students will be launched in summer 2018. Production is ongoing.

News

- [VIDL studio open house set for Jan. 17](#)
- [Vanderbilt Institute for Digital Learning offers Macrogrant opportunities](#)
- [Committee defines digital literacy, creates white paper with suggestions for VU campus](#)



TRANS-INSTITUTIONAL PROGRAMS

Vanderbilt is poised to excel in discovery and learning by leveraging the tremendous expertise from across One Vanderbilt while further strengthening our training of future leaders and scholars. Trans-institutional programs will focus on issues of wide-ranging significance, create and/or extend collaborations across multiple fields, and include both research and teaching components, positioning Vanderbilt to be a world leader. – Academic Strategic Plan, June 2014

Progress

- TIPs pre-proposals were reviewed by the TIPs Council.
- A TIPs Proposal Development Workshop was hosted at Kissam, allowing all TIPs applicants the opportunity to hear from a series of panelists about what types of things go into a successful proposal.
- Full proposals were submitted in January and are currently under review by the TIPs Council and Review Panels.
- The VU BreakThru blog continues to feature exciting developments resulting from TIPs funding.

Next Steps

- TIPs Council and Review Panels will meet and review all TIPs proposals.
- The TIPs Council will make recommendations on which proposals it feels should be approved for funding beginning July 2018.
- The Cycle 2018 TIPs awards will be announced in the spring (likely early June).

News

- [VU BreakThru: Human milk as a source of narrow spectrum antimicrobial agents](#)
- [VU BreakThru: Impact of school choice in affluent districts](#)
- [VU BreakThru: Undergraduates get immersive experience in new VINSE cleanroom](#)

CROSS COLLEGE TEACHING

“Our unified and compact geography makes it both possible and desirable for faculty to collaborate on inspired cross-college courses that give real life to the notion of inter-disciplinary learning and discovery. These synergies will also help to develop new and exciting curricula both in the classroom and as part of the residential experience.” – Academic Strategic Plan, June 2014

Progress

- University Courses applications were submitted and reviewed.
- Seven University Courses are being taught this semester. These courses include:
 - Data Science Methods for Smart City Applications
 - Historic Black Nashville
 - The History of Science and Brewing
 - The Nation’s Health: From Policy to Practice



- Race, Place and Power
- Rhythm of Change: African Music and African Politics
- Social Entrepreneurship
- The Cycle 2018 University Courses awards were announced in March. Five new courses were approved. These courses include:
 - The Causes and Consequences of LGBTQ Policies (Multicultural Course)
 - Cultural Heritage in Context: The Future of the Past
 - The Ethics of Artificial Intelligence (AI)
 - From Academic Insight to Entrepreneurial Impact
 - Planetary Health, Policy and Social Justice (Multicultural Course)

Next Steps

- The third year of the University Courses program will commence in the Fall 2018 semester.
- Applications for the Cycle 2019 University Courses will be accepted beginning in November 2018.

News

- [VU BreakThru: University Course goes to the state capitol](#)
- [Five new interdisciplinary University Courses approved for 2018-19](#)

CHANCELLOR FACULTY FELLOWS

“Recruiting and retaining outstanding faculty has been, and will always continue to be, a top priority. Our faculty create the very best opportunities for discovery, teaching and service that define Vanderbilt.” – Academic Strategic Plan June 2014

Progress

- The fourth cohort of Chancellor Faculty Fellows (2018) were announced in January.
- Website profiles for each cohort were unveiled.
- The 2017 cohort had two meetings to learn more about each other’s research areas.
- Current and past Chancellor Faculty Fellows participated as speakers in the Faculty Insights workshop series.
- In March, the 2016 cohort attended a reception with Dean Beasley and the Faculty Heads of House.
- In February, the 2017 cohort attended a dinner with the Board of Trust.

Next Steps

- The 2018 cohort will attend a welcoming dinner with the Provost and TIPs Council co-chairs and leaders.
- Nominations for the 2019 class of Chancellor Faculty Fellows will be accepted beginning in August 2018.



News

- [Twelve faculty members named as 2018 Chancellor Faculty Fellows](#)

PROVOST'S INITIATIVE TO ENHANCE RESEARCH AND SCHOLARSHIP (PIERS)

"We must continue to invest in scholarship, creative expression, and fundamental research in order to realize the long-term vision of new and creative discoveries. Vanderbilt must support a culture that embraces seeking accomplishment and excellence wherein fundamental breakthroughs are possible. We are defined by those rare findings and need to provide core support so to ensure that transformative discoveries result and ultimately improve the human condition." – Academic Strategic Plan, June 2014

Progress

- **Vanderbilt University Research Council** – The VURC met three times. After hearing a presentation by the co-chairs of the International Strategy Working Group, the VURC prepared and submitted feedback and suggestions for the Provost's consideration regarding the ISWG's report and recommendations. The co-chairs of the VURC's working groups also presented their progress on a VU research dataset and on the development of industry relations and partnerships for sponsored research.
- **Leveraged Proposal Organization and Development (L-POD) Program** –
 - The L-POD program was officially launched via a MyVU story in November, and details about the program can be found at vu.edu/l-pod.
 - L-POD met with each school's Associate Dean for Research to solicit feedback on the Limited Submission Opportunities (LSO+) program.
 - L-POD provided Strategic Proposal Planning and Coordination support for two National Science Foundation (NSF) Research Traineeship proposals that focused on new graduate training programs in 1) neurodiversity inspired science and engineering and 2) computational and data neuroscience.
 - L-POD supported the NIH S10 Shared Instrumentation Grants by coordinating the internal proposal process and collaborating with VUMC to gathering data on previously awarded S10 instruments.
 - Alexander Kott, the chief scientist of the Army Research Lab, and Jaret Riddick, director of ARL's Vehicle Technology Directorate, visited campus in November to explore collaborations with faculty. They toured engineering labs, met with key faculty to discuss brain research, and made a presentation to VU faculty, staff and students. It was the first OutReach event for the L-POD program.
 - Michelle Buchanan, deputy for science and technology at Oak Ridge National Laboratory (ORNL), came to campus in December to discuss research collaborations in the areas of Nanomaterials and Nano-Bio Interface; Energy, Innovation & Environment; and Biological and Life Sciences. She met with

Vanderbilt leadership and presented an overview of ORNL to a full room of researchers.

- Twelve faculty members and two graduate students traveled to the Army Research Lab Aberdeen Proving Ground in March to tour facilities and explore research collaborations in the areas of Augmented Human Capability, the Human-Machine Interface, and Vehicle Technologies.
- Valérie Trentesaux, the French Attaché for Science and Technology, came to Vanderbilt in March to discuss research collaborations in the areas of oncology, biochemistry/molecular biology, and engineering, as well as innovation and technology transfer. She met with University leadership, members of the Vanderbilt International Strategy Working Group, and faculty collaborating with French institutions.
- **Research IT Special Project** – The Sr. IT Consultant for Research was hired. She supports the Research IT Working Group in the development and implementation of Research IT services to support our faculty. The Research IT Working Group is now compiling a portal of resources related to research IT and will begin hosting town halls to seek faculty feedback on proposed pilot services.

Next Steps

- Vanderbilt plans to host a one-day workshop with Oak Ridge National Laboratory to initiate and expand upon collaborations within the biosciences.
- L-POD will implement LSO+ feedback and build a new LSO database.
- The Research IT Working Group will host town-hall-style meetings to communicate plans and request faculty feedback. These will be announced in MyVU.

News

- [New program provides support to faculty for grant proposals and funding opportunities](#)
- [New proposal development program hosts visit from Army Research Lab's chief scientist to explore faculty partnerships](#)
- [ORNL science and technology deputy to speak Dec. 1](#)
- [Limited Submission Opportunity: 2018 Oak Ridge Associated Universities Events Sponsorship Program](#)
- [Competition announcement: 2018 NIH S10 Shared and High-End Instrumentation Grants](#)
- [Vanderbilt professors visit Army lab](#)

CROSS-CUTTING THEME: INTERNATIONAL STRATEGY

“Global initiatives cut across all aspects of the university and, consequently, each of the strategic plan themes. We refer to these critically important topics as “cross-theme threads,” and they are mainstays of Vanderbilt’s future.” – Academic Strategic Plan, June 2014

Progress

- The International Strategy Working Group issued its final report in December. The report included a summary of current practices, an assessment of strategies at peer universities, a survey of faculty and a summary of stakeholder feedback from across campus. From the report, four specific recommendations were made:
 - Create an institute specifically tasked with spearheading international efforts (i.e., a “Global Institute,” “Institute for Global Research and Engagement” or similar).
 - Develop and implement a comprehensive, university-wide international media and outreach strategy.
 - Adapt administrative structures to better support and foster international research across the university.
 - Create a “Global Fellows” (or similarly titled) program to bring more international visitors and graduate students to campus.
- In follow up to the report, the Provost is working with the Council of Academic Deans to advance the first phase of action which includes three primary components: a visiting scholars program, an international media and outreach campaign, working in conjunction with Communications and Development and Alumni Relationship, and a review of administrative improvements and exploration of potential administrative leadership structures.

Next Steps

- A website dedicated to the follow-up action plan recommendations is in development.
- A “Visiting Scholars” advisory/implementation committee will be established in summer 2018 and is expected to launch in fall 2018.

News

- [International Strategy Working Group issues final report](#)

CROSS-CUTTING THEME: GRADUATE EDUCATION

“Collectively, our graduate programs have improved substantially, but we need to do more. Our graduate training must be innovative and aggressive going forward. Elevating the standing of our research programs with strategic TIPs investments will certainly facilitate recruiting of the best and brightest graduate students, while ensuring our continued ability to both recruit and retain the best faculty.” – Academic Strategic Plan, June 2014

Progress

- Offers have been made to the first cohort of Russell G. Hamilton Scholars, who will begin at Vanderbilt in fall 2018.
- The Russell G. Hamilton Graduate Leadership Institute planning group has met multiple times to create a vision for the institute, and a white paper is under development.



Next Steps

- Recruit first cohort of Russell G. Hamilton Scholars.
- Review the Leadership Institute's plan with CAD.
- Launch of Leadership Institute activities in fall 2018.

News

- [Vanderbilt graduate schools among the nation's best](#)