

ACADEMIC STRATEGIC PLAN

FALL 2017 PROGRESS REPORT

AUGUST – OCTOBER 2017

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IMMERSION VANDERBILT

Progress

- **Announced Office of Immersion Resources** – Located in the Student Life Center, this office will provide central support and coordination for Immersion Vanderbilt efforts, responding to the needs of Vanderbilt’s colleges and schools involved in the initiative.
 - **Associate Director Search** – A search for the Associate Director of the Office of Immersion Resources was launched. The associate director will provide day-to-day oversight of the office. This position has an anticipated start date of January 2018.
 - **Immersion on the Commons** – The Commons announced 25 Commons iSeminars for spring 2018. These iSeminars will offer students a vehicle to pursue their passions by considering a range of creative projects in specific disciplines. The Commons previously hosted a series of Immersion Pathways Workshops, which provided students opportunities to learn about Immersion from field experts in the four Immersion pathways. The Commons has hosted six workshops to-date, and more are scheduled for the spring.
 - **DIVE** – A DIVE Bootcamp was hosted in August 2017 and named Kevin Galloway as the new DIVE director. DIVE leaders, in conjunction with the Wond’ry and Make Nashville, hosted more than 4,000 attendees at the Nashville MakerFaire in early October. Additionally, the Office of Active Citizenship and Service (OACS) launched two local DIVE
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programs where 36 students collaborated with seven community organizations to address community challenges.

- **VUSRP** – Immersion began managing the Vanderbilt Undergraduate Summer Research Program. Additionally, the Undergraduate Research Fair saw more than 140 students showcase the curricular and co-curricular research they conducted alongside faculty.
- **Revised FAQs** – In support of faculty governance and continued efforts to increase understanding of Immersion Vanderbilt, FAQs were revised and expanded with an increased focus on structure, division of responsibilities and funding.

Next Steps

- Launch search for Office of Immersion Resources faculty director following the hiring of the associate director.
- Staff the Office of Immersion Resources.
- Determine data management system/strategy for tracking and recording non-credit-bearing Immersion experiences.

News

- [New office to coordinate Immersion Vanderbilt efforts](#)
- [Commons iSeminars announced for first-year students](#)
- [Vanderbilt connecting need knowers with solution makers; Galloway helms effort](#)

UNDERGRADUATE RESIDENTIAL EXPERIENCE

Progress

- **The Martha Rivers Ingram Commons** – The Commons continues to enrich educational experiences of first-year students.
 - **The Lawson Lecture** – The 11th annual Lawson Lecture, held Sept. 24, featured acclaimed sports journalist and author Sally Jenkins, Vanderbilt Women’s Basketball Coach Stephanie White and Vanderbilt Senior Associate Athletic Director Candice Lee.
 - **Visions Curriculum** – Visions groups engaged with the theme of resiliency throughout their 12-week curriculum. Groups discussed 2017-18 Commons Reading selection *Strong Inside*, visited the ‘Resilient Souls’ photo exhibit and engaged in resource orientation sessions to learn more about the many resources for success at Vanderbilt.
 - **iSeminars** – Twenty-five iSeminars for first-year students were announced. The experimental, one-credit spring course offers students the opportunity to explore their passions and curiosities as they consider potential Immersion Vanderbilt experiences.
- **Residential Colleges** – As plans for the fall 2018 opening of the E. Bronson Ingram College continue to unfold, Warren and Moore Colleges remain a model program for returning students who seek continued engagement with The College Halls Program.



- **Faculty Director and Graduate Fellow Programming** – Programmatic offerings continue to build community as residents engage in meaningful dialogue with faculty and administrators at events such as Pizza and Populism and Coffee and Conversations.
- **Resident Advisors/Head Resident Programming** – To date, HRs/RAs have sponsored more than 130 programs ranging from floor-level to building-wide. Events have centered on topics such as diversity and social justice, health and wellness, and personal discovery.
- **College Halls Expansion** – Plans for new residential colleges in the West End Neighborhood continue to develop. The next college, residential college A, is planned for the corner of 25th and West End Avenues, and is planned to include 337 beds, a dining room, great room, courtyards and a variety of other spaces to foster community engagement. Plans for residential colleges B and C, which will replace the Carmichael Towers, are in the early design stages.
- **West End Neighborhood** – Plans are being developed to beautify the West End Neighborhood. This will showcase the importance Vanderbilt places on extending learning beyond the classroom to spaces where students feel welcome and free to interact and learn from each other. The plan is to beautify the area into a park-like setting with tree-lined pathways and streets separating pedestrians and cars. Roads will be limited, where possible, to access for emergency purposes. Pedestrian and bike friendly zones and open spaces for community activities will be prevalent. Outreach to impacted groups took place throughout September and October and will continue through the duration of the project.
- **Living Learning Communities (LLCs): McGill Project, McTyeire International House and Mayfield Lodges** – The LLCs continue their tradition of strong faculty engagement in residential education. Program highlights include:
 - **McGill Project** – The McGill Council and Residential Education staff partnered to plan and execute seven McGill Hour events, with guests including a number of faculty and administrators. Additionally, each week a “McThrill” social night fosters a sense of community among residents.
 - **Mayfield Lodges** – Eighteen active projects are included in this year’s Mayfield Experience. These include on- and off-campus research endeavors as well as numerous community service focused initiatives.
 - **McTyeire International House** – Daily dinners and study halls continue to represent the key programming of McTyeire House, where foreign language skill development is at the cornerstone of the residential experience. To date, the most successful signature event was a McTyeire Fireside Chat focused on the North Korean political landscape.

News

- [‘Resilient Souls’ photo exhibition celebrating women’s perseverance opens Sept. 11](#)
- [Search for E. Bronson Ingram College faculty director underway](#)
- [Commons iSeminars announced for first year students](#)



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- [First-year students explore resilience through Commons programming](#)
 - [Design phase begins for university's West End Neighborhood](#)

Next Steps

- **Residential Faculty** – The inaugural Faculty Director for the E. Bronson Ingram College and new Faculty Heads of House for the Ingram Commons will be named in early 2018. These new residential faculty will begin their service in the 2018-19 academic year.
- **Residential Colleges** – Planning will continue in preparation to seek Board of Trust approval to start construction on residential college A and the West End beatification project. Planning for residential colleges B and C will continue.

EDUCATIONAL TECHNOLOGIES

Progress

- **Brightspace** – Brightspace launched in August as Vanderbilt's new course management system. In support of the new system, the Center for Teaching (CFT) has answered more than 3,400 support tickets from more than 1,100 unique individuals. More than 30 workshops involving in-person training and support for instructors have been led by CFT staff.
- **Peabody Online** – Forty-three students enrolled in the initial cohorts of Peabody's two new online degree programs – the M.Ed. in Human Development Counseling and Ed.D. in Learning and Organizations. The initial success of these programs has exceeded early expectations and additional online degree and non-degree programs are being explored across other schools and colleges.
- **Digital Literacy Committee** – A new committee chaired by Associate Provost John M. Sloop is examining ways students can enhance their digital literacy skills, as well as the resources needed for them to become more thoughtful contributors to digital discourse.
- **Classroom Technology** – In partnership with VUIT, the Learning Space Oversight Committee chaired by Associate Provost John M. Sloop established a classroom technology policy, which outlines plans for technology upgrades in University learning spaces.
- **Jean and Alexander Heard Library** – Two new additions to the Library staff represent expanded resources in the educational technologies arena. The Scholarly Communications Librarian focuses on fostering open access, open data and open educational initiatives, while the Business Information and Data Analysis Librarian in the Walker Management Library assists faculty and students with business and financial information sources.

News

- [Fall courses available on Brightspace](#)
- [Divinity School MOOC course addresses ethical challenge of mass incarceration](#)



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- [Strengthening students' digital literacy is aim of new initiatives, resources on campus](#)
 - [VIDL to offer series of audio production workshops](#)
 - [New educational technologies website showcases digital learning collaborations](#)
 - [Success of Peabody programs inspires exploration of future online opportunities](#)

Next Steps

- **Digital Literacy Committee** – This committee will publish a digital literacy statement, which will include recommendations for curricular and co-curricular initiatives to facilitate the development of digitally literate students.
- **Vanderbilt Online Educational Platform** – The establishment of a Vanderbilt owned and operated online educational platform for both credit and noncredit offerings has been identified as a priority.
- **Jean and Alexander Heard Library** – The library will begin searches for a Director of Digital Scholarship and Scholarly Communications, as well as a Curator of Born-Digital Collections.

TRANS-INSTITUTIONAL PROGRAMS

Progress

- Two TIPs Orientation Sessions were hosted (one in June, one in August) to provide guidance to lead faculty who were awarded 2017 TIPs grants. Attendance was mandatory, and administrative assistants were encouraged to attend as well. These events offered information on expectations, financials, promotional tactics, etc.
- The inaugural Faculty Funding and Resource Fair was held Sept. 19 in the Student Life Center ballroom.
 - More than 15 internal funding programs, including TIPs, were showcased at the event.
 - The Fair attracted more than 100 faculty members who were interested in learning about many of the funding opportunities and resources available to them.
 - Each program/resource set-up and staffed a tradeshow-like booth. Members of the TIPs Council and TIPs Review Panels took turns staffing the TIPs space during the three-hour event.
 - The event included five breakout sessions focused on topics such as internal and external funding, IP development, etc.
- The call for proposals was recently revised to include a specific invitation for proposals that advance Vanderbilt's commitment to inclusive excellence.
- Since its inception last fall, the [VU BreakThru](#) blog site has featured 53 entries focused on TIPs awards. These entries are authored by faculty and students (both undergraduate and graduate) involved with the projects.
- A new Office of the Provost Twitter account has been established as a new platform from which to promote the TIPs program. Links to each TIPs blog are tweeted out.

- A series of short video messages featuring Provost Wenthe is in the process of being rolled out via the Office of the Provost Twitter account, the Vanderbilt University YouTube channel and MyVU. The [first video](#) showcased the TIPs programs, encouraging faculty to submit an application. To date, the video has been viewed 162 times on the Vanderbilt University YouTube channel, and another 125 times on Twitter. The tweet promoting the video has generated more than 700 impressions.
- **2018 TIPs Awards:** The fourth round of applications yielded 33 pre-proposals
- **2017 TIP Awards:** Of the 30 full proposals submitted, 13 new and 2 extensions were awarded funding.

News

- [Faculty Funding and Resource Fair set for Sept. 19](#)
- [TIPs pre-proposals due Oct. 30](#)
- [Provost issues call for proposals for TIPs, University Courses](#)
- [Autism & Innovation center established to help people with ASD find meaningful work](#)

Next Steps

- **2018 TIPs Awards:**
 - The TIPs Council will meet December 1 to discuss the 33 pre-proposals and decide which should receive invitations to submit a full proposal.
 - The deadline to submit a full proposal is January 22, 2018.
- A TIPs Proposal Development Session is being planned for early December. The purpose of this event is to provide faculty (who have already submitted a TIPs pre-proposal) specific guidance on what goes into a successful TIPs proposal. The event will feature a variety of panel discussions with TIPs Council and Review Panel members, faculty who have recently been awarded TIPs funding and faculty who have helped to managed some of Vanderbilt's established center and institutes.

CROSS COLLEGE TEACHING

Meetings and Progress

- The University Courses initiative was showcased at the Faculty Funding and Resource Fair. Faculty who had previously taught a University Course helped to staff a table during the three-hour event, offering guidance to faculty interested in the program.
- The second set of University Courses is currently being taught. The program's goal is to foster interdisciplinary teaching and learning and to offer students courses that leverage the university's innate synergies. This program exemplifies the idea of "One Vanderbilt" and focuses on "big ideas" and "grand challenges"—both generally as well as with a multicultural emphasis.



- Over the last three semesters (Fall 2016, Spring 2017, Fall 2017), a total of 152 students have been enrolled in a University Course. A breakdown can be found below:
 - Fall 2016 – 17
 - Historic Black Nashville – 6
 - Tackling Big Questions with Mobile Cloud Computing – 11
 - Spring 2017 – 63
 - Justice, Mercy and Mass Incarceration – 21
 - The Nation’s Health: From Policy to Practice – 27
 - Tackling Big Questions with Mobile Cloud Computing – 15
 - Fall 2017 – 72
 - Design Thinking, Design Doing – 45
 - Tackling Big Questions with Mobile Cloud Computing – 10
 - Virtual Reality for Interdisciplinary Applications – 17
 - Early enrollment numbers for the Spring 2018 semester are strong, as well, with 109 students already enrolled across seven courses. A breakdown can be found below:
 - Data Science Methods for Smart City Applications – 16
 - The History and Science of Brewing – 24
 - Historic Black Nashville – 6
 - The Nation’s Health: From Policy to Practice – 23
 - Race, Place and Power – 8
 - Rhythm of Change: African Music and African Politics – 3
 - Social Entrepreneurship – 29
- Tackling Big Questions with Mobile Cloud Computing is in its final offering under the University Courses program—with the success of the class, the faculty hope to continue teaching the course as a School of Engineering offering.
- Since its inception last fall, the [VU BreakThru](#) blog site has featured 28 entries focused on University Courses. These entries are authored by faculty and students (both undergraduate and graduate) involved with the courses.

News

- [Reminder: University Courses proposals due from faculty Nov. 13](#)
- [Historian + Scientist = New University Course](#)
- [Divinity School MOOC course addresses ethical challenge of mass incarceration](#)
- [Provost issues call for proposals for TIPs, University Courses](#)

Next Steps

- Input will be collected through an end of semester course evaluation to track progress of the program and understand its successes and areas for improvement.



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- In Spring 2018, Data Science Methods for Smart City Applications, The History and Science of Brewing, Race, Place and Power, Rhythm of Change: African Music and African Politics, and Social Entrepreneurship will be taught for the first time.
 - Additionally, Historic Black Nashville and The Nation's Health: From Policy to Practice will be offered for the second time.
 - The third call for University Courses was made in September for the 2018-19 course launch.
 - Proposals are due November 13, 2017 with awards announced in the spring.

CHANCELLOR FACULTY FELLOWS

Progress

- In October, the 2017 CFF cohort had its first of three meetings to learn more about each other's research.
- Deans and department chairs have been invited to submit nominations for the 2018 CFF cohort. The deadline is October 31.

Next Steps

- The 2016 and 2017 CFF cohorts will continue to meet throughout the 2017-18 academic year. Each cohort will have cohort-specific opportunities and joint opportunities. These include a session on external awards, interactions with first-year students and faculty heads of house at the Commons, and an end-of-year gathering with CFF alumni.
- The TIPs Council will review the nominations for the 2018 CFF Cohort and recipients will be notified in the spring 2018 semester.

News

- [Call for 2018 CFF nominations](#)

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

Progress

- **Vanderbilt University Research Council –**
 - The VURC formed a working group co-chaired by Richard Willis and Elizabeth Zechmeister to explore the tools and metrics to support the development of VU research data set and analytics to push VU research highlights to the external community and to support internal strategic planning.
 - New members to the VURC include:

- Mariann R. Piano, Professor of Nursing and Senior Associate Dean for Research for the School of Nursing.
 - Charles R. Sanders, Professor of Biochemistry and Associate Dean for Research for the School of Medicine, Basic Sciences.
- The International Strategy Working Group and the Data Science Visions Working Group presented to the VURC in October. The VURC will provide written feedback on the International Strategy Working Group's activities and recommendations this fall, followed by feedback for the Data Science Visions Working Group in the spring.
- **Center for Technology Transfer and Commercialization** –A project management approach has been introduced to successfully and rapidly close high-value IP transactions. A strategic plan to intentionally expand sponsorship of research long-term industry partnerships is being undertaken with input from a VURC working group co-chaired by Doug Adams and Laurie Cutting.
- **Leveraged Proposal Organization and Development (L-POD) Program** –
 - The L-POD program and the revised LSO+ process were presented to the deans, the VURC and the Academic Affairs Leadership team. Communication of these programs were ramped up across campus.
 - The [LSO+ process](#) was launched in September. A listserv was created for faculty to receive LSO announcements when posted.
 - In August, L-POD hired its second Research Development Program Manager.
 - L-POD provided Strategic Proposal Planning and Coordination support for submission of a National Science Foundation (NSF) Innovations in Undergraduate Education (IUSE) proposal in collaboration with Tennessee State University. The proposal focused on broadening participation in Geosciences education and career pathways and is aligned with VU-EDGE efforts on campus.
 - L-POD provided support on a proposal to the Federal Highway Administration for funding from their Congestion Mitigation and Air Quality Improvement Program (CMAQ).
 - L-POD hosted its first “in-reach” activity in a series of events that will focus on developing relationships with sponsors. The first workshop, entitled “Diversify Sponsorship of Your Portfolio: NIH -> NSF” focused on helping researchers familiar with the National Institutes of Health learn best practices for pursuing funding from the National Science Foundation.
 - The L-POD section of the [Research @ Vanderbilt](#) website was launched with details about services and support for Vanderbilt researchers. The site includes information about past and upcoming workshops and a form to request L-POD services.
- **Building Strategic Regional Alliances** – Carlos Lopez was named the new VU Liaison to Oak Ridge National Laboratory. A page was created on the [Research website](#) about Oak Ridge National Laboratory (ORNL) Strategic Partnerships, providing information about VU ORNL Liaison Carlos Lopez and a form to request travel support for VU faculty to visit ORNL.
- **Research IT** – The working group's intermediate recommendations have been accepted by the Provost and Vice Chancellor Lutz. The working group will develop proposals for pilot services to apply and amplify existing technologies and create new solutions to meet researcher needs across campus, such as research IT consulting services and

research data storage. A position has been posted for a Senior IT Consultant to begin coordinating research IT consulting services for faculty across campus. The working group will also connect with the Data Science Visions Working Group in the future.

- **Trans-Institutional Centers and Institutes** – The Vanderbilt Brain Institute has begun its transition into the Provost area; VINSE held its open house at its new location in Engineering and Science Building; and the Curb Center has begun searching for its new Associate Director to lead pressing issues on public policy for the arts.
- **NIST 800-171 Compliance** – Effective January 1, 2018, at least one and perhaps two to three, sponsored projects will need to be compliant with the NIST 800-171 in regard to the protection of Controlled Unclassified information (CUI). The OVPR is coordinating the Vanderbilt response to ensure compliance in the 12-month time-frame through a collaborative effort spanning VUIT, VUSE, SPA, and the OGC. Our longer-term goal is to integrate the solutions and services developed for sponsored projects with the university-wide resources for data protections that are currently in the planning state.
- **Research Operations** – There has been renewed focus to balance risk and reward and leverage the flexibilities available post VUMC transition in order to achieve greater impact from basic research discoveries. As an example, July marked the beginning of Phase 1 safety studies of VU319, the first instance of an academic drug discovery group advancing a molecule designed to treat a chronic brain disorder from laboratory bench to early clinical trials without a pharmaceutical company partner. Export control processes have also been streamlined with faculty feedback and work is underway to simplify IRB for non-NIH sponsored research and scholarship.

News

- [Revised, enhanced limited submissions process launched](#)
- [‘Diversify Sponsorship of Your Research’ workshop set for Oct. 9](#)
- [Lopez named Vanderbilt’s liaison to Oak Ridge National Laboratory](#)
- [New program provides support to faculty for grant proposals and funding opportunities](#)
- [Grand Opening of nanoscale research facilities wows crowd](#)
- [Vanderbilt begins Phase 1 trials of new Alzheimer’s drug](#)

Next Steps

- Adding representatives from the School of Medicine Clinical departments to the VURC has been identified as a priority
- Staff will continue to ramp up L-POD programming and activities.

GRADUATE EDUCATION AND INTERNATIONAL STRATEGY

Progress

Graduate Education: The Graduate Education and Research Endowment (GERE) efforts are broken into the four investment buckets noted below. These investments are part of a \$300 million endowment initiative announced by the chancellor in his [fall 2016 faculty address](#), and are guided by the findings of the [GERE working group report](#). Progress for each is provided.

- **Establishing an endowment for new Russell G. Hamilton graduate Ph.D. scholarships** – The Provost announced a commitment to invest \$125 million into graduate student scholarship programs and an innovative student leadership institute. Both the scholarship program and the leadership institute will be named for the influential late Vanderbilt scholar and Graduate School dean [Russell G. Hamilton](#) and will launch in fall 2018.
- **Establishing an endowment for a new Russell G. Hamilton Graduate Leadership Development Institute** – A [planning group](#) was convened to develop a vision for the institute. One of the key thrusts of the program will be to provide graduate students with professional leadership training and robust career development support. The group has also been asked to identify ways to incorporate additional opportunities for real-world interdisciplinary research.
- **Establishing an endowment to launch and sustain new faculty research across disciplinary, interdisciplinary and global engagement endeavors** – A report from the International Strategy Working group will be released in December 2017. This report, along with the Chancellor’s committee on humanities Manifesto will be reviewed by the academic deans to identify synergies and to set parameters for this investment and further evaluation of opportunities.
- **Launching fundraising initiatives to create new endowed chairs and faculty fellows** – The Chancellor announced a fundraising challenge to work with donors on establishing endowed chairs. Exciting progress is being made and will continue through FY18.

International Strategy: The working group and its co-chairs are making edits to the report and gathering additional data. A round of feedback was collected from the group and the report was sent to Creative Services for formatting.

News

- [Vanderbilt invests \\$30 million and issues chair challenge to boost faculty support](#)
- [Bold \\$125 million investment supports landmark graduate student scholarships and leadership institute](#)
- [Chancellor’s committee makes recommendations on humanities](#)

Next Steps

- International Strategy Working Group report to be released in December 2017.



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- Review the International Strategy Working Group report along with Humanities Manifesto to identify synergies that might align with the GERE recommendation to create an endowment to sustain research activities via a center or institute. The Provost and deans will develop a process for further developing this category.