

# ACADEMIC STRATEGIC PLAN

*FALL 2018 PROGRESS REPORT*

*AUGUST – NOVEMBER 2018*

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## INTRODUCTION

The following report summarizes activities from August 2018 through November 2018 that serve to advance the goals and objectives set out in Vanderbilt’s 2014 Academic Strategic Plan. In addition, the document, captures highlights of other activities that, while not directly prescribed by the plan, are very much inspired by it. All previous reports can be found on the Academic Strategic Plan site at [Vanderbilt.edu/strategicplan](http://Vanderbilt.edu/strategicplan).

## IMMERSION VANDERBILT

Immersion Vanderbilt calls for each undergraduate student to participate in an intensive learning experience that takes place in and beyond the classroom and culminates in the completion of a tangible final project. This fall marked the official launch of the program.

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## Fall 2018 Accomplishments

- Immersion Vanderbilt launched in Fall 2018 as a degree requirement for all first-year students.
- The Office of Immersion Resources (OIR), responsible for the coordination and integration of Immersion Vanderbilt across the campus, officially opened its doors in August 2018.
- An Immersion Faculty Steering Committee was announced with Craig A. Smith, senior associate dean for Peabody College and associate professor of psychology and human development, as chair.
- The Immersion Steering Committee will also include newly appointed Immersion Coordinators, as well as Faculty Directors of Immersion that will be identified by each school and college.
- Programming continued through Pathways Workshops, Resource Orientation Sessions and Dean's Dinners.
- The office recently undertook administration of the Nichols Humanitarian Fund and has opened the application process. Review of applications begins in December.

### By the Numbers

- **5 programs** hosted
- **1,040 students** attended programs
- **18 pathways workshops** hosted with **19 students** per session
- **169 students** presented at Undergraduate Research Fair
- **186 students** attended SIM Match Day

## News

- [Immersion Vanderbilt launches, resource office opens in Student Life Center](#)
- [Undergraduate Research Fair showcases immersion, draws record number of participants](#)
- [26 Commons iSeminars offered Spring 2019 for first-year students](#)

## Next Steps

- The Office of Immersion Resources will host a Creative Expressions Pathways showcase, bringing together various academic areas in the visual and performing arts as well as other creative areas on campus.
- The online portal for program plan proposals and the opportunities database will be ready in January 2019. Students will be able to submit Immersion plan proposals beginning in the Spring 2019 semester.
- Applications for the Vanderbilt Undergraduate Summer Research Program will be accepted until January 31, 2019.

## THE RESIDENTIAL COLLEGE SYSTEM

The Residential College System advances the integration of the academic experience with residential life, and creates living learning communities amongst the diverse student body.



## Fall 2018 Accomplishments

- E. Bronson Ingram College opened in August and became home to 340 students along with Faculty Head of College associate professor of history Sarah Igo and her partner, assistant professor of history Ole Molvig and their family.
- Construction on the next residential college, known as Residential College A, continues and design of Residential Colleges B and C is underway.
- Newly appointed Dean of Residential Faculty, Vanessa Beasley established three broad goals for the residential colleges: community building, faculty engagement and connections to campus resources. The goals are designed with specific developmental outcomes in mind. These outcomes were identified by the Programmatic Vision Report released in Spring 2018 and can be classified along five dimensions: intellect, community, personal well-being, cultural awareness and self-discovery. It is expected that a student will have advanced in these areas through intentional programming. Examples of such programming include:
  - The night before the first day of classes, each residential college hosted an opening celebration to welcome residents home and celebrate the beginning of the year.
  - E. Bronson Ingram College hosted a number of community-building events at the beginning of the year, including a popsicle open-house for new residents and their families, a Garden Party, a Grand Opening celebration that included a ribbon-cutting, architectural photo quest and giveaways, and the E. Bronson Ingram College Celebration.
  - Moore College and Warren College, led by Faculty Heads of College Melissa Thomas-Hunt and Doug Fisher, hosted celebrations in their respective courtyards and in shared outdoor space to welcome students back to campus and to their residential communities. These events featured live music, karaoke and a photo booth.
- The addition of dining tables in Moore and Warren Colleges have been instrumental in providing students with space to socialize, study and build community. Due to the increased seating capacity, faculty and staff have begun regularly hosting programs and events in the space.
- At the fall Board of Trust Strategic Session, Dean of Residential Faculty Vanessa Beasley presented on the vision for today and the future of Residential Colleges at Vanderbilt. She provided a deep dive into the programmatic vision and the impact it will have on undergraduate education at Vanderbilt. Goals and outcomes for the student experience were defined.

### By the Numbers

- **3,031** students live in a residential college or living/learning community
- **2,658** students engaged in programming designed to build community at residential colleges or living/learning communities
- **333 events** were hosted in residential colleges

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## News

- [‘Bronson’ celebration lauds Ingram family’s bold vision, philanthropy](#)
- [I am Vanderbilt: Danny Coradazzi](#)
- [Life at Bronson](#)
- [Vanderbilt welcomes the Class of 2022](#)
- [Chancellor Zeppos reflects on the incoming class](#)
- [Anchor Down with the Class of 2022](#)
- [Vanderbilt welcomes its most global, talented first-year class](#)

## Next Steps

- Construction on Residential College A continues. Expected to be completed in May 2020.
- Design of Residential Colleges B and C continues. Residential College B is expected to be completed in May 2022. Residential College C is expected to be completed in May 2023.
- New signature events continue to be designed that work toward the stated goals and developmental outcomes.
- Provost’s Working Group on the second-year experience to be launched.

## EDUCATION TECHNOLOGIES

Work in this area includes cutting-edge research to assess effectiveness of new education technologies, which, in turn, allows Vanderbilt to identify, pilot and implement best practices.

### Fall 2018 Accomplishments

- Vanderbilt launched a new massive open online course (MOOC) entitled “Mobile Cloud Computing with Android” in November 2018.
- Vanderbilt Law School created a first-of-its kind online program for non-lawyers. V-Legal is a series of three online courses designed to help executives and managers gain fluency in the legal principles, language and processes that business leaders need to understand. The program was noted as a top 8 innovation by American law schools by LegalTech News.
- Continued a two-year pilot of Adobe Creative Suite that launched in Fall 2018 for a group of 500 students (and associated faculty).
- Launched a pilot program to offer students in select lecture courses access to online textbooks, creating an affordable avenue to obtain course readings/materials.

## News

- [Adobe Creative Suite licenses available to enhance digital learning](#)
- [Vanderbilt Law School launches online legal education program for business professionals](#)



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## Next Steps

- In Spring 2019, Vanderbilt will reach its longstanding goal of hosting a MOOC from each of the 10 schools/colleges with the launch of a MOOC by the Law School.
- Vanderbilt is working to launch a new version of Brightspace – Vanderbilt’s learning management system (LMS) – to host online content, including degree programs and non-degree programs that may be developed in-house using the VIDL studio or via a third-party provider. The new platform will launch in January 2019, and host two non-credit short courses offered by the Divinity School.
- Following the success of Peabody College’s M.Ed. and Ed.D. programs hosted online via the platform 2U, a cloud-based software that hosts online coursework, the School of Engineering will launch a Masters of Science in Computer Science and a Masters of Engineering in Engineering Management over the next two years.
- In Spring 2019, Vanderbilt plans to invite Adobe experts and faculty from the University of North Carolina at Chapel Hill to lead training on Adobe Creative Suite. The training will be geared toward all students as well as faculty who want to use the materials in class.

## TRANS-INSTITUTIONAL PROGRAMS

Trans-Institutional Programs are defined as cross-campus initiatives that create new and valuable knowledge by interweaving relevant perspectives, features, methods and information. These programs, which include established flagship centers and institutes as well as new efforts, address grand challenges and tackle important questions facing society, while positioning Vanderbilt as a world leader in a given area.

### Fall 2018 Accomplishments

- Launched the fifth year of the TIPs awards program. The call for proposals yielded 23 pre-proposals. Of the 21 pre-proposals, 10 received invitations to submit a full proposal. To support existing awards and to support the creation of new proposals the following activities were held:
  - A TIPs Orientation Session was hosted in the summer. The event, which has become a regular feature of TIPs, helps faculty get off the ground quicker by offering guidance on how to run a successful program. Program expectations, financials, progress report metrics and promotional tactics were discussed.
  - The third iteration of the Faculty Funding and Resource Fair was held in September. Faculty involved with the TIPs Council and Review Panels participated in the event, communicating to attendees information about the program.
- Awarded TIPs program highlights include:
  - The Vanderbilt Data Science Institute launched in August with Doug Schmidt and Andreas Berlind appointed co-directors. Jeffery Blume was appointed

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director of graduate studies. Accomplishments included developing a data science master's degree and developing a faculty affiliate structure.

- The 'Initiative for Autism, Innovation and the Workforce' TIPs program, secured a \$10 million gift from the Frist Foundation establishing the program as the Frist Center for Autism and Innovation.
- The Synchrotron-like X-Ray Source for Structural Biology at Vanderbilt group ordered an S-10 microscope using TIPs funds, with expected delivery in mid-December. This on-site device will expedite the university's rate of discovery and provide a unique educational experience for Vanderbilt students.
- The Vanderbilt Initiative for Interdisciplinary Geospatial Research (VIIGR) held a number of activities from drone mapping demonstration to a speaker series, designed to foster richer collaboration.
- The Digital Cultural Heritage Research Cluster advanced its program by co-sponsoring Rome Reborn Virtual Reality, a demonstration of recently published applications. Professor Bernard Frischer (Indiana University) provided a demonstration of the project and participants were able to enter the virtual world, experiencing the past as if they were actually present in this different time and space.
- The Vanderbilt LGBT Policy Lab continued to expand its on-campus community by hosting several events during the fall semester, and co-hosting the LGBTQIA+ faculty and staff reception with the Office of the Vice Provost for Inclusive Excellence. Additionally, faculty from the Lab submitted several new grant applications for external funding (NIH, American Cancer Society) on topics related to their efforts.
- The VCL Intersectional Study of Black Women and Girls in Society is in the process of kickstarting the *STEM Sistah Network*, an affinity group for black women in STEM. Faculty also used TIPs funds to attend the National Women's Studies Association conference in Atlanta, in early November.
- The Vanderbilt Brain Institute welcomed Lisa Monteggia, as the Barlow Family Director of the institute and subsequently launched a pilot grant program focused on mental health research and hosted its first annual retreat to chart the future of the institute.
- The Vanderbilt Institute for Surgery and Engineering (VISE) completed renovation of new space including model operating theater in Medical Center North.

#### News

- [TIPs pre-proposals due Oct. 29](#)
- [Vanderbilt Data Science Institute launched](#)
- [Vanderbilt University launches the Frist Center for Autism and Innovation](#)
- [Leadership expansion announced at Curb Center for Art, Enterprise and Public Policy](#)

#### Next Steps

- TIPs award program activities include:



- The deadline to submit a full proposal is January 21, 2019; proposals will be reviewed by the TIPs Council and Review Panels in the Spring 2019 semester, with awards announced in May 2019.
- A TIPs Proposal Development Session will be held in December to provide faculty (who have submitted a TIPs pre-proposal) guidance on what goes into a successful TIPs proposal. The event features panel discussions with TIPs Council and Review Panel members, and faculty who have recently been awarded TIPs funding.

## PROVOST’S INITIATIVE TO ENHANCE RESEARCH AND SCHOLARSHIP

Inspired by the goals and principles of the Academic Strategic Plan, the Provost’s Initiative to Enhance Research and Scholarship (PIERS) was developed to advance discovery and trans-institutional research and drives growth and recognition of Vanderbilt research and scholarship.

### Fall 2018 Accomplishments

- The Ancora collaboration selected two research projects to start funding further development. Ancora approved two-year budgets of up to \$6 million and \$7 million for the respective projects.
  - A two-year project led by Craig Lindsley, professor of pharmacology, biochemistry and chemistry and director of medicinal chemistry at the Vanderbilt Center for Neuroscience Drug Discovery, and Jeffery Conn, Lee E. Limbird professor of pharmacology and founding director of the VCNDD, for their proposal to discover and advance pharmaceuticals for the treatment of dystonia and other movement disorders.
  - A two-year project led by Carrie Jones, assistant professor of pharmacology and director of behavioral pharmacology at the VCNDD, and Lindsley for their proposal to discover and advance pharmaceuticals for the prevention and treatment of opioid use disorders.
- Created new core service for research software “engineer-for-hire” services for faculty.
- Established the Research IT Faculty Advisory Committee to advance the next steps outlined by the Provost’s Research IT Special Projects Working Group in their 2018 report.

#### **By the Numbers**

- **5 events** attracted more than **90 attendees**
- **1 event** connected **13 faculty, students and staff** with Dr. Amy Heintz
- Helped secure **\$3 million** in federal funding for **2** strategic projects
  - **\$1.43M** – School of Nursing
  - **\$1.6M** – Center for Latin American Studies

### News

- [New committee advances research through limited submission opportunities](#)
- [New leaders appointed to enhance research support, development](#)
- [Faculty invited to fall research proposal development workshops](#)
- [‘Proposals 101’ workshop covers basics of applying for funding at VU](#)



- [L-POD program takes faculty research to new heights](#)
- [CTTC to host session on funding opportunities for physicians, scientists developing new therapies](#)
- [Vanderbilt continues in top 10 of 'World's Most Innovative Universities'](#)
- [Ancora announces major funding awards to support Vanderbilt drug discovery research](#)
- [Research software engineer-for-hire core service available](#)
- [Open Dore Newsletter: Vanderbilt's Innovation Ecosystem](#)

### Next Steps

- Complete development efforts and submit proposals for five strategic funding opportunities currently being supported by L-POD
- Implement strategic planning for the future of Vanderbilt Institute of Nanoscale Science and Engineering.
- Pursue Department of Commerce EDA i6 Challenge grant for proof-of-concept support in biomedical sciences.

## UNIVERSITY COURSES

University Courses leverage the natural synergies across Vanderbilt's schools and colleges, providing faculty the opportunity to develop unique and innovative classes to be taught to a diverse group of undergraduate and graduate students from across campus.

### Fall 2018 Accomplishments

- The University Courses initiative was showcased at the Faculty Funding and Resource Fair. University Courses committee members participated in the event, offering guidance to faculty interested in the program.
- The fourth call for University Courses was made in September for the 2019-20 course launch. Three applications were submitted and the awards will be announced in Spring 2019.
- During the Fall 2018 semester, 47 students were enrolled across three University Courses (see inset).
  - Design Thinking, Design Doing – 24
  - From Academic Insight to Entrepreneurial Impact – 15
  - Virtual Reality for Interdisciplinary Applications – 8
- Enrollment numbers for the Spring 2019 semester are strong, with 96 students enrolled across six courses. An additional 62 students are on the waitlist for these classes. A breakdown can be found below:
  - The Causes and Consequences of LGBTQ Public Policies – 13
  - The Ethics of Artificial Intelligence (AI) – 16
  - From Academic Insight to Entrepreneurial Impact – 15

#### **University Courses (Fall 2018)**

- Design Thinking, Design Doing
- From Academic Insight to Entrepreneurial Impact
- Virtual Reality for Interdisciplinary Applications





- The History and Science of Brewing – 20
- Planetary Health, Policy and Social Justice – 13
- Rhythm of Change: African Music and African Politics – 19

#### News

- [University Courses proposals due Nov. 12](#)

#### 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.
- 2019 applications will be reviewed in the Spring 2019 semester with awards then announced.

## CHANCELLOR FACULTY FELLOWS

Designed to serve as a mechanism to invest in recently-tenured faculty from across campus, the Chancellor Faculty Fellows program supports Vanderbilt scholars at a critical time in their careers.

#### Fall 2018 Accomplishments

- Professional development opportunities were extended to the group through lunches with university leadership, and workshops (approximately 20 fellows attended each event).
- Below are selected examples of faculty accomplishments made possible at least in part by the fellowship:
  - Sonya Sterba, associate professor of psychology, brought in seven nationally-recognized external speakers to give talks on cutting-edge methodological topics in quantitative psychology. She also obtained a bank of high-powered lab computers to be used to run computationally-intensive and big data analyses as well as Monte Carlo simulation studies.
  - Seth Bordenstein, associate professor of biological sciences, discovered and patented a gene that underpins a major mosquito control effort aimed at curbing transmission of Zika and dengue viruses. This work serves as the basis of a new National Institutes of Health grant application and the science education program Discover the Microbes Within: [The Wolbachia Project](#) that brings biotechnology and microbiology to high school and college classrooms worldwide.

#### **By the Numbers**

- Fellows awarded to date (52):
  - 2015-17: **14**
  - 2016-18: **14**
  - 2017-19: **11**
  - 2018-20: **13**
- Funding awarded to date
  - **\$4.16** million
  - **\$40,000** per fellow, per year for **2** fiscal years

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## News

- [Nominations are open for fifth cohort of Chancellor Faculty Fellows](#)

## Next Steps

- 2019 nominations will be reviewed by the TIPs Council and awards will be announced in the late spring.

# GRADUATE EDUCATION

Graduate Education efforts are designed to enhance Vanderbilt's competitiveness relative to peers and help recruit and retain the best graduate students and to set them up for success after graduation.

## Fall 2018 Accomplishments

- Development of the Russell G. Hamilton Leadership Institute continued. The advisory board extended the soft launch of the institute to Spring 2019 to allow more time to develop the program.
- A number of programs that will eventually be part of institute offerings were rolled out, including workshops on securing external funding for graduate research and seminars on how graduate students can achieve "peak" performance by managing their time and maximizing their efforts.
- In September, the Graduate School submitted a proposal to the Council of Graduate Schools for funding to support the institute.
- The dean of the Graduate School continued outreach efforts to raise funds and endowments to support graduate students.
- A search was launched to identify an assistant director of the institute with the hopes of bringing someone on board in January or February.
- In further planning for future graduate and professional student housing, an executive committee, with input from an advisory committee, determined the preferred development and financial model and are in the process of planning implementation and working to identify the right strategy.

## Next Steps

- Launch Russell G. Hamilton Leadership Institute.
- Continue fundraising efforts.
- Identify a strategy for the first phase of graduate and professional student housing with the aim to break ground on the project in January 2020, opening in summer 2021.
- The Graduate School will convene a faculty committee on graduate education in the humanities.
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## INTERNATIONAL STRATEGY

in 2017, the International Strategy Working Group delivered a report that outlined a set of recommendations. Inspired by the report, the Office of the Provost developed an action plan to advance global research and engagement.

### Fall 2018 Accomplishments

- A Global Engagement and Research Micro-Grant Program was launched. The program is designed to help faculty pursue international research, scholarship and creative expression projects or to pursue strategic, time-sensitive opportunities for global research and engagement.
- Work is underway to develop an online portal that increases Vanderbilt's global profile, showcases the university's international resources available to faculty, students and staff, and highlights Vanderbilt's positive impact on communities around the globe. Several campus partners, including the Global Safety Office, faculty who participated in the International Strategy Working Group, the English Language Center, Development and Alumni Relations, Communications, Marketing Solutions and Digital Strategies are involved with the project.
- The co-chairs of the International Strategy Working Group collaborated with partners across campus and consulted with leadership in the schools and colleges to inform the development of a Trans-Institutional Program pre-proposal to secure funding for an institute dedicated to supporting international research, scholarship and engagement.
- The Chancellor's Public Voices Fellowship was launched. The program was established to expand Vanderbilt's global reach by amplifying the impact of faculty research through media training and enhanced strategic communications.
- Design of a visiting fellows program continued. It will include the creation of accommodations in a 20-story tower connected to residential college A will continue. The aim of this program is to bring scholars from around the globe to campus to help advance Vanderbilt's international profile. The program will also support needs expressed by faculty in the Humanities and other disciplines regarding the need for more accommodations for distinguished visitors.

### News

- [Vanderbilt launches Global Research and Engagement Micro-Grant program](#)
- [Nominations open for Chancellor's Public Voices Fellowship for faculty](#)

### Next Steps

- The online portal will be vetted with campus partners and launched in the spring.
- The framework for the visiting fellows program will continue.
- Planning for proposed institute will continue.

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## HUMANITIES

The Academic Strategic Plan emphasized the importance of a broad-based liberal education, recognizing that to engage, question and drive positive change, Vanderbilt's scholars must have strong disciplinary foundations as well as robust links across them. In October, the Provost announced an [action plan](#) to advance the arts and humanities at Vanderbilt. Accomplishments on the plan thus far include:

### Fall 2018 Accomplishments

- The Arts and Humanities Rapid Response Micro-Grant Program was launched. Designed to enhance and advance the arts and humanities at Vanderbilt, the program will provide faculty the ability to carry out new collaborations, ventures, projects or outreach.
- The College of Arts and Science assembled a committee to review all aspects of the [Robert Penn Warren Center for the Humanities](#).
- The College of Arts and Science is conducting a strategic planning process to develop a long-term strategic capital plan for the A&S historic core, focused predominately on the humanities; synergies across other schools will also be considered.
- The visiting fellows program, referenced in the previous section, will also be used to support scholarship and creative expression related to the arts and humanities.
- The Provost's [Open Dore newsletter](#) in October focused on advancing the arts and humanities at Vanderbilt.
- The development of a robust arts and humanities web portal began. The online portal will showcase the humanistic work happening at Vanderbilt, bringing increased visibility and prestige to the university's humanities scholars and artists.

### News

- [Provost announces action plan to elevate Vanderbilt's arts and humanities](#)
- [What's On My Mind: The search for truth through art](#)
- [Longtime leader of the Robert Penn Warren Center to retire in 2019](#)
- [New arts and humanities micro-grants target timely projects](#)

### Next Steps

- Development of the humanities web portal will continue.
- Review of the Robert Penn Warren Center will continue with a report to the Dean of the College of Arts and Science and the Provost in the spring.
- The A&S historic core strategic capital plan for the humanities and social sciences will be presented to the Dean of the College of Arts and Science and the Provost in Spring 2019.
- The visiting fellows fund will be further refined and developed.
- A plan to promote opportunities for new curriculum development through special topic courses and programs like iSeminars and University Courses will be developed.