

# ACADEMIC STRATEGIC PLAN

*SPRING 2019 PROGRESS REPORT*

*DECEMBER 2018 – APRIL 2019*

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## INTRODUCTION

The following report highlights activities from December 2018 through March 2019 that serve to advance the goals and objectives set out in Vanderbilt’s 2014 Academic Strategic Plan. The Plan, which is nearing the end of its fifth year of implementation, has led to many new programs and initiatives on campus that are now thriving. The past five years have seen the development and eventual launch of Immersion Vanderbilt, the introduction of several new and successful Trans-Institutional Programs and University Courses, the evolution of the Residential Colleges System and the advancement of Educational Technologies and Interdisciplinary Research. This report details items that are directly outlined by plan as well as those that inspired by the plan.

Because of the breadth of the strategic plan, it touches a myriad of programs from across campus. All previous reports can be found on the Academic Strategic Plan site at [Vanderbilt.edu/strategicplan](http://Vanderbilt.edu/strategicplan).

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# IMMERSION VANDERBILT

Immersion Vanderbilt, which is now supported by the Office of Immersion Resources, 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 program officially launched in Fall 2018.

## Accomplishments

- Completed the first official year as a new undergraduate degree requirement for students entering fall 2018.
- ImmersionHub, a project management system designed to track the progress of Immersion Vanderbilt projects and provide information and resources, launched in April 2019.
- The Opportunities Database which is part of the ImmersionHub launched in April 2019. The database functions as a clearinghouse for Immersion Vanderbilt opportunities submitted by faculty and campus offices via an online form. Students can use the database to find activities that coincide with their Immersion plan ideas and form part of their overall Immersion Vanderbilt experience. This resource will be available to students and faculty.
- The College of Arts & Science provided Immersion grants for faculty, with awards being based on application.

### **By the Numbers**

- **8 programs** hosted
- **440** students attended programs

## News

- [International Immersion Showcase and lunch April 4](#)
- [‘Explorations in Research’ networking event Feb. 27](#)
- [Students lead three-day race to ‘make with a purpose’ for kids with special needs](#)
- [Smith to serve as chair of Immersion Faculty Steering Committee; schools appoint key faculty leaders for program](#)

## Next Steps

- Participate in orientation programming in August 2019, including move-in day, informational sessions and Vanderbilt Visions.
- Help provide a greater emphasis on Immersion Vanderbilt during the Vanderbilt Undergraduate Research Fair
- Advance and refine programming on the Commons for first-year students to introduce them to Immersion Vanderbilt.
- Refine programming in the upper-class Residential Colleges to discuss advanced Immersion Vanderbilt project ideas.
- Continue to develop evaluation and assessment standards for Immersion Vanderbilt with the Immersion Faculty Steering Committee.



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## THE RESIDENTIAL COLLEGE SYSTEM

The Residential College System, which continued its evolution with the opening of E. Bronson Ingram College in Fall 2018, advances the integration of the academic experience with residential life, and creates living learning communities amongst the diverse student body.

### Accomplishments

- Melissa Gresalfi, associate professor of mathematics education and learning sciences, was named the next dean of The Martha Rivers Ingram Commons, effective July 1. Gresalfi will bring her expertise as an innovator in examining and designing equitable classroom practices in learning environments to her new role.
- New residential faculty for academic year 19-20 were named for Warren College and East House on The Martha Rivers Ingram Commons.
  - Sean Seymore, professor of law and chemistry, was appointed as the new faculty head of Warren College.
  - Elizabeth Meadows, senior lecturer in English, will succeed Seymore as the new faculty head of East House. Meadows was selected by a committee comprised of faculty, staff and students.
- Construction continues on Residential College A, with the newest residential college scheduled to open in Fall 2020. Design work continues on Residential College B.
- A working group of faculty and staff members was convened to explore national trends in the second-year undergraduate experience and identify areas to bolster student success at Vanderbilt. The committee is co-chaired by Natalee Erb, assistant director in the Office of the Dean of The Ingram Commons, and Dan Morgan, senior lecturer in Earth and Environmental Sciences and associate dean in the College of Arts and Science.
- The 11th annual Murray Lecture was delivered on March 13 in the Sarratt Cinema. The lecture was delivered by Dr. Sheryll Cashin, '84. Dr. Cashin's lecture was titled "The Descendants: From Slavery to Jim Crow to Dark Ghettos, A Call for New Ambition."
- A gift was given to support a fellowship program that will launch in Fall 2019. This new program will provide funding for eight guests throughout the year, for approximately week-long stays and include dinners, lectures and other events.

### News

- [Melissa S. Gresalfi named dean of The Martha Rivers Ingram Commons](#)
- [New residential faculty to join Warren College, The Martha Rivers Ingram Commons](#)
- [Provost establishes working group on second-year residential experience](#)
- [Commons Reading announced for 2019-20](#)
- ['Robert Penn Warren' film director to attend documentary screening](#)
- [Alumnus expands his chronicle of Freedom Riders with new portraits](#)

### Next Steps

- The working group on the second-year experience will release its report.



- Residential Colleges staff will finalize the programming schedule for guests and featured speakers for the upcoming academic year.
- The fellowship program will be officially announced in Fall 2019.
- Construction on Residential College A continues, design work on Residential College B continues.

## EDUCATION TECHNOLOGIES

Advancing Vanderbilt’s work with regard to online education and digital learning allows the university to remain on the cutting edge and supplies its faculty, students and staff with the tools necessary to identify, pilot and implement best practices.

### Accomplishments

#### Online Education (Degree/Non-Degree Programs)

- In Spring 2019, the Law School will launch its first MOOC, “Hot Topics in Criminal Justice,” helping Vanderbilt reach a longstanding goal set in 2013 for all Vanderbilt schools and colleges to have launched a MOOC through Coursera.
- The V-Legal Executive Certificate program welcomed its first cohort.
- The first set of Coding Bootcamps in partnership with Trilogy – jointly offered by the School of Engineering and the Owen Graduate School of Management – launched in January 2019. A second cohort was added due to the success of the first.

#### Digital Learning

- Vanderbilt continued a two-year pilot of Adobe Creative Suite that launched in Fall 2018 for a group of 1,000 students (and associated faculty). In conjunction with the pilot, the Vanderbilt Institute for Digital Learning (VIDL) provided workshops on best practices for Adobe Creative Suite. VIDL hosted a series of live tutorials showcasing a specific tool within the Adobe Creative Suite, and/or techniques for producing finessed audio and video. The workshops promoted digital literacy on campus.
- The Data Visualization Working Group – a collaboration between the Vanderbilt Institute for Digital Learning, the Data Science Institute, and the Office of the Vice Provost for Research met bi-weekly in spring 2019 to discuss visualization techniques using Python and R. There were 55 participants across all sessions.
- A town hall was held to discuss future plans for 1101 19<sup>th</sup> Avenue where a proposed digital commons would bring together experts, offices and resources from across campus that specialize in digital scholarship.

#### **By the Numbers**

- **1.3 million** MOOC learners from **95** countries.
- **60,000+** learners have completed a VU MOOC.
- VIDL hosted a variety of production workshops:
  - **3** “pop-up workshops”
  - **2** “live workshops”
  - **9** “live office hours”

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## News

- [Faculty commons, digital commons focus of town hall to discuss future use of 19<sup>th</sup> Avenue Building](#)
- [Plans for new faculty commons, digital commons discussed at town hall](#)

## Next Steps

- The School of Engineering will launch a Master's of Science in Computer Science and a Master's of Engineering in Engineering Management in August 2019 with 2U. Total projected student enrollment for both programs at steady state is 200.
- Continue to develop a Vanderbilt-hosted platform for continuing studies.
- Work on a new digital commons, to be hosted in the building at 1101 19th Avenue, will continue.
- To further enhance digital literacy, Vanderbilt will launch the second year of its successful trial of Adobe Creative Suite in fall 2019 following an assessment of year one (AY18-19) in summer 2019.
- The Divinity School is producing two online courses that will launch via Vanderbilt's Learning Management System – Brightspace. Brightspace provides Vanderbilt with the capacity to host online content, including degree programs and non-degree programs that may be developed in-house or by a third-party provider.

## TRANS-INSTITUTIONAL PROGRAMS

Trans-Institutional Programs, now in their fifth year, 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.

## Accomplishments

### TIPs

- A TIPs Proposal Development Session was held Dec. 6, 2018 to provide faculty, who had submitted a TIPs pre-proposal, guidance on what goes into a successful TIPs proposal. The event featured panel discussions with TIPs Council and Review Panel members, and faculty who had recently been awarded TIPs funding.
- The third annual TIPs Fair and Reception was hosted at the Wond'ry on March 21, 2019. Sixteen currently-funded TIPs awards participated in the event, showcasing via lightning rounds progress to date and plans for the future. More than 100 faculty participated and/or attended the event.
- The TIPs program will be showcased at the Faculty Funding and Resource Fair in April 2019.
- Ten full proposals were submitted in January and are being reviewed by the TIPs Council and Review Panels.

## Trans-Institutional Centers, Institutes and Initiatives

- Just under 30 students will be matriculating in the inaugural Data Science Institute master's cohort.
- Hosted three Vanderbilt Institute of Nanoscale Science and Engineering (VINSE) Visions events to gather input from stakeholders for the upcoming transition of leadership at the VINSE and VINSE's future development.
- Army Futures Command and Vanderbilt signed an agreement April 9, 2019, that links creative, innovative soldiers with top-tier Vanderbilt University experts so that ideas quickly can become useful products.
- Plans for renovating the Vanderbilt Brain Institute space are finalized and will begin in May. The renovation will improve and expand administrative support space and add much needed collaboration and public outreach event space.
- The new 7,000 sq. ft. Vanderbilt Institute for Surgery and Engineering (VISE) mock operating theatre in Medical Center North was completed and was celebrated with a grand opening.
- Supported by outside consultant HDR, the School of Engineering, the College of Arts and Science and the School of Medicine, Basic Sciences are developing a master plan and study on the future of academic buildings for the sciences and engineering. In addition, at the same time the College of Arts & Science is conducting a master plan study on the historic core buildings which includes the humanities and social sciences. Timing the studies together ensure that they are coordinated and reinforce our trans-institutional connections. A town hall was held to discuss initial findings and early conceptual ideas.

### By the Numbers

- **27** applications received from the inaugural cohort of the Bass Military Scholars Program.
- **4** branches of the military were represented in the initial application pool: U.S. Marine Corps, U.S. Navy, U.S. Army, and U.S. Air Force.

## News

- [Engineering and surgical collaborators celebrate new 'home'](#)
- [Watch: Provost invites faculty to TIPs Fair and Reception March 21](#)
- [The Innovation of Autism: The newly endowed Frist Center for Autism and Innovation seeks to unlock unique talents](#)
- [Rosenthal to step down as VINSE director; planning for institute's future begins](#)
- [Town hall scheduled for future of university's academic capital projects](#)
- [Town hall discusses capital planning for academic buildings in A&S historic core and for sciences, engineering](#)

## Next Steps

- TIPs Council, in consultation with the Review Panel co-chairs, will make recommendations on which proposals should be approved for funding beginning July 2019.
- The Cycle 2019 TIPs awards will be announced in June 2019.
- Progress and Final Reports, from currently funded TIPs awards, will be reviewed.
- A TIPs orientation session will be held in June to communicate program policies and resources to newly-awarded programs.



- Select and appoint the next director of VINSE using input from VINSE Visions. The new director will begin their appointment in July 2019.
- Begin renovation of Vanderbilt Brain Institute space in May 2019.
- Trans-institutional science and engineering capital planning study to go through drafting with the executive committee and eventually to be shared with the Vanderbilt community for comment

## 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) serves to advance discovery and helps to drive growth and recognition of Vanderbilt research and scholarship. PIERS supports the university's trans-institutional initiatives as well as more discipline specific discovery and scholarship. The accomplishments below fall into the latter category.

### Accomplishments

- Completed funding for two drug discovery projects with Ancora Innovation, LLC, (PIs Carrie Jones and Craig Lindsley) resulting from the Ancora inaugural RFP, generating more than \$12M in research funding over the next two years.
- Closed two License and Collaboration agreements with Boehringer-Ingelheim for early-stage drug discovery portfolios from the Vanderbilt Center for Neuroscience Drug Discovery (PIs Jeff Conn and Craig Lindsley), totaling in \$5.5M in licensing fees and \$8.8M in research support.
- Secured contract with Lewis-Burke, a consulting firm who can help Vanderbilt increase our federal sponsorship of research, and formed working group to guide the plans for engagement with faculty.

### By the Numbers

- Accounted for more than **\$10M** in industry-sponsored research for the fiscal year
- **55** patents issued
- Supported **10** proposal submissions with L-POD for more than **\$17M** in requested funds
- **47** limited submission opportunities calls managed

### News

- [Therapeutic Antibody Discovery and Development event is Jan. 23](#)
- [U.S. Army Engineer Research and Development Center chief scientist to give Parker Lecture Feb. 5](#)
- [Ancora Innovation proposal submissions open March 14](#)

### Next Steps

- Manage the second Ancora Annual RFP for drug discovery projects, which launched in March 2019.
- Work with colleagues in Vanderbilt Institute for Clinical and Translational Research to initiate conversations with Deerfield for leveraging BioVU for projects at Vanderbilt and



other collaboration institutions for Deerfield to make such projects more attractive funding targets.

## UNIVERSITY COURSES

The University Courses program, in its third year, leverages 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.

### Accomplishments

- During the Spring 2019 semester, 105 students were enrolled across six University Courses (see inset).
  - The Causes and Consequences of LGBTQ Public Policies – 14
  - The Ethics of Artificial Intelligence – 20
  - From Academic Insight to Entrepreneurial Impact – 15
  - The History and Science of Brewing – 27
  - Planetary Health, Policy and Social Justice – 12
  - Rhythm of Change: African Music and African Politics – 17
- Three of the Spring 2019 courses were offered for the first time:
  - The Causes and Consequences of LGBTQ Public Policies
  - The Ethics of Artificial Intelligence (AI)
  - Planetary Health, Policy and Social Justice
- Over the past few months, the Office of Cross College Initiatives has worked with the Center for Teaching to develop a new model for the program that will be integrated into CFT's other offerings and network of support for faculty.

### University Courses (Spring 2019)

- The Causes and Consequences of LGBTQ Public Policies
- The Ethics of Artificial Intelligence (AI)
- The History and Science of Brewing
- From Academic Insight to Entrepreneurial Impact
- Planetary Health, Policy and Social Justice
- Rhythm of Change: African Music and African Politics

### Next Steps

- Continue developing CFT-supported University Courses model.

## CHANCELLOR FACULTY FELLOWS

The Chancellor Faculty Fellows program, now in its fifth year, serves as a mechanism to invest in recently-tenured faculty from across campus and supports Vanderbilt scholars at a critical time in their careers.

### Accomplishments

- Two events were coordinated:





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- Balancing Faculty and Leadership/Administrator Roles, which provided fellows the opportunity to discuss the challenges and best practices associated with these roles.
  - First-Year Fellows Dinner with the Board of Trust - The 2018-20 cohort was invited to join the Chancellor and Board of Trust for dinner at the University Residence.

#### **Next Steps**

- The fifth cohort of Chancellor Faculty Fellows (2019) will be announced in May.
- Additional informational sessions and panels will be organized for current and future cohorts to give fellows experience with a multitude of university leaders and their respective offices.
- New Cohort Dinner planned for Fall 2019.

## **GRADUATE EDUCATION**

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

#### **Accomplishments**

- Vanderbilt conducted a rigorous process to identify a public/private/partnership (P3) office in Nashville, for its graduate and professional housing initiative.
  - The university's established goals for the housing development include affordability, proximity to campus and fostering interdisciplinary connections among students.
  - The approximately 600-bed project, to be located on Broadway between Lyle and 20th avenues, will serve the graduate and professional students of the university through a mix of unit types, a public courtyard, group and private study spaces, and a fitness center.
  - The ground floor will be dedicated to retail space, which will serve as an additional amenity for residents and the surrounding community.
- Named assistant director of the Russell G. Hamilton Graduate Leadership Development Institute.
- Submitted and was awarded grant funding to further develop programming for the Graduate Leadership Development Institute.
- Continued the Dean's Reading program with a focus (this year) on Andrea Wulf's "The Invention of Nature."
- Recruited the first Graduate Life Coach to the Graduate School.
- Recruited the third cohort of Academic Pathways scholars.

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### Next Steps

- Work on the Graduate and Professional Student Villages will continue, with the project scheduled to be completed by Fall 2021.
  - Vanderbilt will work closely with Lendlease on design and zoning.
  - Details and renderings will be available in the coming months.

## INTERNATIONAL STRATEGY

The university's commitment to support an International Strategy that advances global research and engagement has resulted in a number of new tangible initiatives that have rolled out over the past several months.

### Accomplishments

- The first group of Global Research and Engagement micro-grants were awarded to eight faculty projects to date. These awards include the following:
  - Noam Lupu, associate professor of political science, traveled to Lima, Peru, during the Fall 2018 semester to research how civic engagement affects political attitudes in the South American country.
  - Karla McKanders, clinical professor of law supported a service learning trip by law and divinity students through the Immigration Practice Clinic to the border of Tijuana in December 2018.
  - Lisa Fazio, assistant professor of psychology and human development, traveled to the University of Edinburgh in Scotland in January 2019 to give a talk and initiate a research collaboration on the effects of misinformation on political attitudes and decision-making.
- Global VU, a new university website designed to showcase Vanderbilt's positive global impact and elevate the university's international profile, launched in February 2019. The website was inspired by the International Strategy Working Group report from 2017 that advocated for an enhancement of Vanderbilt's global profile. From resources for international students and connections to overseas alumni chapters, to international research and educational programs, Global VU was designed to connect people to resources while at the same time demonstrating the depth and breadth of Vanderbilt's global engagement.
- The first cohort of Chancellor's Public Voices Fellows was announced with faculty members Hiba Baroud, Jeffrey Bennett and Suzana Herculano-Houzel being selected for the semester-long program that will begin July 1, 2019. These three fellows will work with the Division of Communications to develop a highly tailored communications and promotion plan that builds recognition for their scholarship and public profile, and connects their work to new audiences.

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## News

- [Provost's action plan on international strategy takes step forward with launch of Global VU](#)
- [Global micro-grants take faculty to Lima, Tijuana and Edinburgh](#)
- [Faculty selected as Chancellor's Public Voices Fellows for fall 2019](#)

## Next Steps

- Work on the Visiting Fellows program will continue.
- Nominations will be accepted from the deans of the schools and colleges for the second cohort of Public Voices Fellows

# HUMANITIES

As a university committed to a broadbased liberal education and scholarship, supporting the humanities at Vanderbilt is a priority, and the Provost's [action plan](#) to advance the arts and humanities at Vanderbilt continues to evolve and produce results that positively impact the university community.

## Accomplishments

- The first set of the Provost's Arts and Humanities Micro-Grants were funded, with five faculty projects awarded to date. These projects include the following:
  - Peter Kolkay, associate professor of bassoon, won funding to travel to New York City's Weill Recital Hall inside Carnegie Hall to perform at the chamber music recital in February 2019. The performance provided Kolkay the opportunity to join the esteemed list of musicians to have played a Carnegie Hall recital.
  - Thomas Verrier, associate professor and director of wind studies, was awarded funding to host Blair School of Music's Latin American Initiatives and Resources Conductors Symposium in April 2019. The event is the first bilingual English-Spanish concert band/wind ensemble conducting symposium in the U.S.
  - Aimi Hamraie, assistant professor of medicine, health and society, won funding to launch a podcast that investigates the artistic, cultural and critical contributions of disabled designers and accessibility-centered design projects for creating a more inclusive, equitable and livable world.
- Four members of the Studio Art faculty received grant funding from the Office of the Provost's Global Research and Engagement micro-grant fund and the College of Arts and Science to travel to Cuba to present their work and participate in the 13th Havana Biennial, a visual arts exhibition and festival that promotes the developing world in contemporary art circles, giving priority to Latin American and Caribbean artists.
- Holly Tucker was named director of the Robert Penn Warren Center for the Humanities. She will begin her new role at the start of the 2019-2020 academic year.
- The Center for Digital Humanities' Mellon grant was renewed for \$1.5 million.
- The College of Arts & Science, supported by outside consultants from DLR Group, is leading a study to assess building needs within the historic core of campus which

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includes the humanities as well as several social science departments. Initial findings were discussed at a March 2019 town hall, and a timeline for the projects has been announced.

- The proposed Digital Commons at 1101 19th Avenue will include a new home for the Center for Digital Humanities. A town hall was held discuss the new Digital Commons to provide the university community an opportunity to learn of progress to date and to ask questions and share feedback.

#### News

- [Celebrated A&S professor to lead the Robert Penn Warren Center](#)
- [Vanderbilt's Mellon-funded humanities partnership expands](#)
- [Arts and Humanities micro-grants fund three new faculty projects](#)
- [Town hall scheduled on future of university's academic capital projects](#)
- [Town hall discusses capital planning for academic buildings in A&S historic core and for sciences, engineering](#)
- [Faculty commons, digital commons focus of town hall to discuss future use of 19th Avenue building](#)
- [Plans for new faculty commons, digital commons discussed at town hall](#)

#### Next Steps

- The Arts and Humanities Micro-Grant program will continue during the 2019-2020 academic year.
- The digital commons will be built out within the 19th Avenue building over the next 15-18 months.
- A new web portal dedicated to support and advance the humanities at Vanderbilt is under development and should launch in Fall 2019. Once implemented, this website will serve as a gateway to relevant faculty resources across campus and will be part of a larger effort to promote other categories of research and scholarship in broad categories.

## PROVOST'S INITIATIVE ON THE STATUS OF WOMEN

As part of Vanderbilt's commitment to a welcoming, inclusive community, Provost Wente launched a new initiative on the status of women faculty, post-doctoral fellows and students. The goal of the initiative is to develop progressive and innovative solutions and practices to ensure that everyone has an opportunity to succeed, no matter what gender they identify with. The steering committee, which was established in January 2019, will look closely at the university's practices, culture and support structure for the broad array of women faculty, students and postdoctoral fellows at Vanderbilt.

#### Accomplishments



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- The Provost’s steering committee announced four areas of focus. Each focus area will include a dedicated subcommittee.
    - Campus climate
    - Compensation equity
    - Parental leave, child care and family friend policies
    - Institutionalized professional practice.
  - The four subcommittees have each held an initial meeting to discuss goals, priorities and action items, develop timelines to accomplish the goals and identify additional subcommittee members.
  - The subcommittees, which are led by current members of the steering committee, plan to recruit a diverse set of faculty, students and postdocs from across the university to serve.
  - Vanderbilt has joined the National Academies Action Collaborative on Preventing Sexual Harassment in Higher Education as one of 28 founding members. Collaborative members will work together to address and prevent sexual harassment while promoting a positive culture and climate at each participating institution.
  - The university launched a sexual harassment survey for faculty and post-doctoral fellows. The university also launched a student campus climate survey on sexual assault and misconduct. Both surveys will help inform practices and initiatives moving forward.

#### News

- [Staff Steering Committee for Women’s Initiative announced](#)
- [Vanderbilt joins National Academies sexual harassment prevention collaborative as founding member](#)
- [Provost’s steering committee on women announces four areas of focus](#)
- [Vanderbilt joins National Academies sexual harassment prevention collaborative as founding member](#)
- [Student Campus Climate Survey on Sexual Assault and Misconduct now available](#)
- [Campus survey for university-employed faculty and postdocs on sexual harassment to launch April 2](#)

#### Next Steps

- Work on the Women’s Initiative will continue with the steering committee and subcommittees digging into the four focus areas. The committee will also partner with the committee focused on women staff at Vanderbilt to align initiatives and leverage synergies.
- Webpages related to the Women’s Initiative, including pages for each of the four subcommittees, will continue to be built out and added.
- An update on initiatives and efforts related to the 2016 COACHE Faculty Satisfaction Survey report will be made to the community. Planning is underway for a follow-up survey in spring 2020