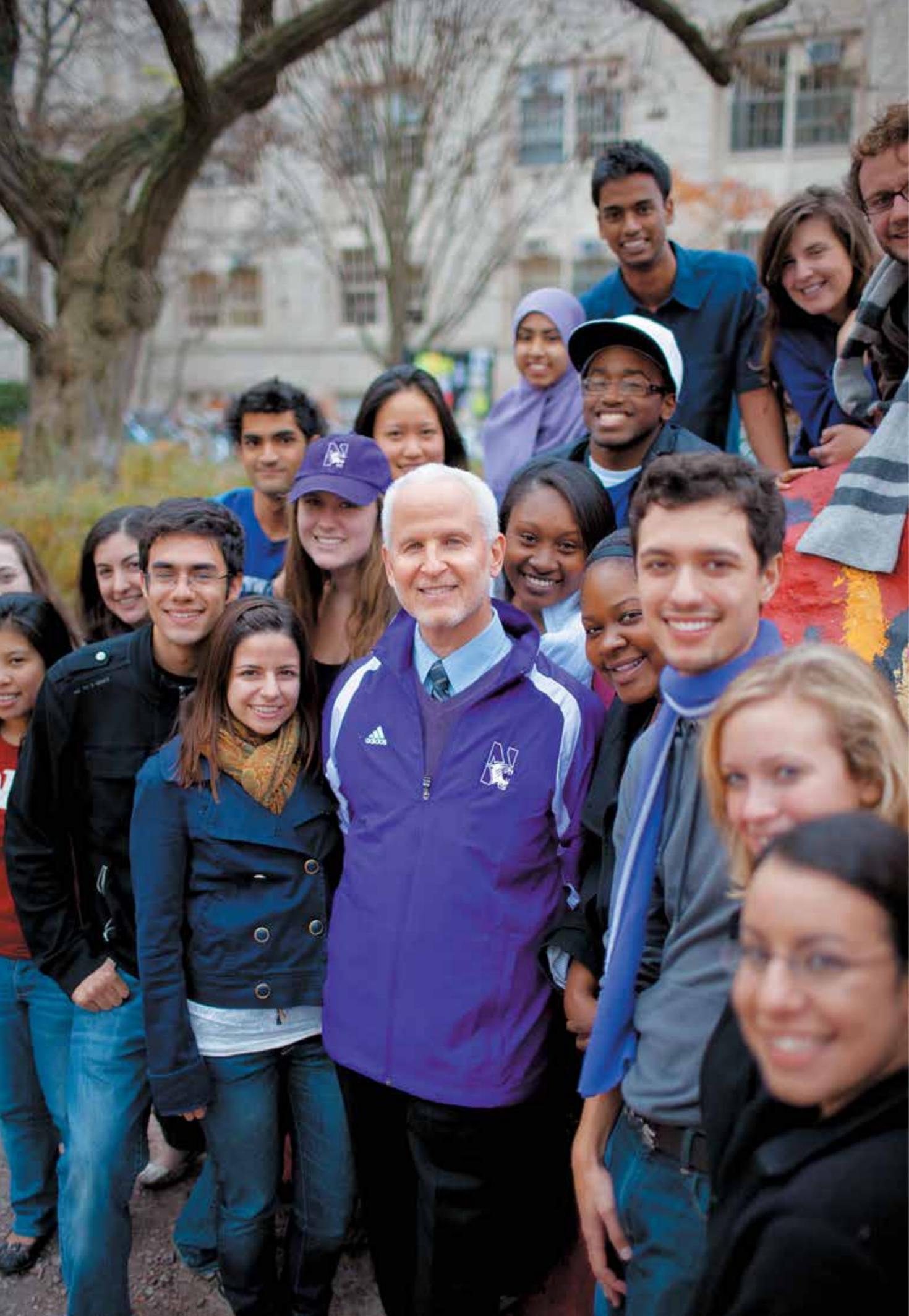


Northwestern University Strategic Plan 2011

NORTHWESTERN WILL





Defining Northwestern's Future

I am pleased to present to you, as a member of our University community, the new Northwestern University Strategic Plan. This is a plan by and for our community that has been enthusiastically endorsed by the University Board of Trustees. It is the result of many months of information gathering, analysis, and careful thought by scores of your fellow community members across all disciplines and functions. Their service to the University is deeply appreciated.

Our intent in publishing this plan is to provide clear direction for how Northwestern University will continue to advance strategically and with unity of purpose from our current position of strength to even greater national and international prominence. We will do this by focusing our efforts and investments on the areas where we can most clearly differentiate ourselves and where we can have the greatest impact.

The plan takes into account that we are constantly reinventing Northwestern. This is consistent with our pioneering spirit and reputation for innovation. Rather than rest on our record of accomplishment, we are committed to taking even greater responsibility for achieving more together in the future.

Appropriately, our strategic plan focuses on how we, as community members, can connect our endeavors to the University's overarching mission—discovering new knowledge and educating students to put what they learn here to good use. Just as Northwestern creates an environment where our students define themselves, the plan sets the stage for all of us to work collectively to define Northwestern's future.

Rather than a tactical guide, the plan is strategic, laying out in clear terms where we plan to invest our resources and why. We look to you, the members of our community, to turn the plan into action by thinking creatively about how you can align your time, talent, and effort with the strategy laid out here.

In very real terms, this plan challenges all of us to gather our strengths and work collaboratively to enhance Northwestern's position as one of the world's great private research universities. We have the will to do this, and with this plan, we have the way.

Morton Schapiro
President and Professor

The will and the way

This strategic plan builds on Northwestern's current strengths and focuses our energies and resources on the most pressing issues that we are distinctively positioned to address. The structure of the plan encourages multidimensional approaches to achieving significant goals in four areas critical to the University's future.



Discover creative solutions

We will work together through research and innovation to create solutions to problems that will improve lives, communities, and the world.

A small quantum leap

A new switching device, developed by a research team led by Prem Kumar (above left), AT&T Professor of Information Technology, and demonstrated here, takes quantum communication to a new level and eventually could be used to create a quantum Internet, where encrypted information would be completely secure, and to network superfast quantum computers.



Integrate learning and experience

We will, more than ever before, integrate student learning with experiences in the world beyond the classroom.

Learning by doing

Experiential learning is a cornerstone of the Northwestern undergraduate education. Whether it's producing a live TV broadcast or creating a business plan for an Internet start-up, the opportunity to put classroom course work and academic theory into practice solidifies the learning experience.



Connect our community

We will close the gap between intentions and outcomes to connect individuals from widely diverse backgrounds and life experiences to a truly inclusive community.

March through the Arch

At the beginning of each academic year, new undergraduate students are led from their residences in a symbolic procession through the Weber Arch, the iconic gateway to Northwestern, to Deering Meadow, for a Wildcat Welcome to the community from the University president, the dean of students, and student government leaders.



Engage with the world

We will, through strategic partnerships, engage locally, nationally, and internationally to heighten our global impact for the greater good.

Saving lives by empowering people

Andrew Youn (MBA '06) (above right) and his Kellogg School New Ventures class teammates hypothesized that with the right tools and supplies, Kenya's poorest farmers could lift themselves permanently out of poverty by farming their own land. The team created the One Acre Fund with investments from alumni and others and in the first five years of the program helped more than 70,000 subsistence farm families to triple their harvests and double their income per acre.

“Achieving the goals this strategic plan lays out will challenge us all. It should. Because we have the strength to achieve them, we will.”

DANIEL LINZER

Provost

Discover creative solutions

INSPIRING RESEARCH, NEW KNOWLEDGE, AND CREATIVE EXPRESSION

Northwestern University's pioneering spirit, our tradition of innovation, and our culture of collaboration have solidified our place among the world's leading private research universities. Because we thrive on intellectual exploration, the pursuit of new knowledge, and the search for creative ways to put our discoveries to good use, we continuously strengthen our investments in innovation and nurture our spirit of discovery.

Great universities are known for their intellectual depth. Northwestern's greatness derives from such depth as well as from the extraordinary breadth of our scholarly enterprise. That breadth enables us to coalesce thought leaders from diverse fields to address major issues. It inspires faculty and students from across our schools to work collaboratively to solve complex problems. It gives us a stronger, more credible voice in setting national and international priorities and policies.

Our geographical positioning near world-class partners—academic, cultural, industrial, commercial, entrepreneurial—allows us to pursue rare opportunities for discovery that few universities can even consider. Applied in practice, discovery at Northwestern translates into ideas, products, and organizations that make the world a better place for all.



“Economics is a collaborative science. Every achievement, great or small, builds on the work of others who have gone before.”

DALE MORTENSEN

Ida C. Cook Professor of Economics
2010 Nobel Laureate, Economic Sciences

WE WILL

Create the foundation for innovation and an entrepreneurial culture, and on that foundation invest in **nanoscience** and **design**.

Gain a deeper understanding of life processes, revealing new ways to diagnose and treat disease in the **biomedical sciences**, and to invent affordable approaches for **global health** care.

Contribute to the solutions for **renewable energy and a sustainable environment** and to how public policies and economic incentives promote implementation of new technologies and practices.

Develop more effective ways of sharing information, reporting news, investigating issues, and telling stories through **writing and oral expression** and interactive **media**.

Celebrate our lives and delve into our deepest concerns through the **performing arts**.

Foster, in **international studies** and through **markets, social structures, and public policy**, humanistic inquiry that leads to greater appreciation of different cultures, and through the social sciences expand our understanding of how nations and organizations can thrive and cooperate internationally.

“The medical research being done at Northwestern has the power to change people's lives, as the recent discovery of the cause of amyotrophic lateral sclerosis by Teepu Siddique, one of our neuroscientists, demonstrates. As a research-intensive institution, Feinberg conducts leading-edge research that informs patient care.”

ERIC NEILSON

Lewis Landsberg Dean and Vice President for Medical Affairs, Feinberg School of Medicine

STRATEGY FROM STRENGTH

Through the strategic planning process, we have identified Northwestern's areas of greatest strength. These are the areas in which we will invest our resources most heavily because they are the areas where we can have the greatest impact.

Nanoscience

In both strength and breadth, Northwestern is a recognized international leader in nanoscience. Our faculty members have the insights, skills, and instrumentation for manipulating matter at the atomic level to design new substances that will meet human needs from health care and energy to electronics and transportation.

Design

Design epitomizes a hallmark of our University—discovering creative, multidisciplinary solutions to large, complex problems. Engineering, business, education, and the arts come together as problem-solving communities capable of tackling virtually any design challenge. From medical devices to everyday objects, the scientific and the aesthetic coalesce in discoveries that both “do good” and “feel good.”

Biomedical Sciences

Our largest research area, the biomedical sciences, brings together basic life sciences, chemistry, engineering, and medicine to advance our understanding of disease, diagnosis, and treatment. Through our collaborative approaches we focus on the most pressing health issues, strive to understand the fundamental causes of disease, and develop diagnostics for early intervention.

Global Health

Our research in global health involves collaboration among business, engineering, education and social policy, anthropology and sociology, communications and journalism, and naturally medicine. Our faculty and students work together on a global scale on issues ranging from HIV in Africa to nutrition, obesity, and diabetes in the United States to collaborative ways to respond to a natural disaster.

Energy and Sustainability

Northwestern has a long history of innovation in energy research, from early work on jet fuels to today's solar cells and catalytic processes.

Our Initiative for Sustainability and Energy at Northwestern (ISEN) focuses our research and education strategically, and our partnership with Argonne National Laboratory builds on the strengths of both institutions.

Writing and Oral Expression

Broad training and demonstrated strength across schools in effective writing and speaking and a rich array of related cocurricular activities attest to our belief in the power of communication. We can draw on such strength to create initiatives that promote more effective communication across many languages and through new technologies.

Media

In an era when technology can make the communications medium of the moment passé in a blink, our passion for innovation sustains our leadership in communication technology and its application for good purpose. This includes both traditional and unconventional collaborations across our schools of communication, journalism, law, management, education, and engineering and applied science.

Performing Arts

Even in the face of financial pressures that discourage artistic innovation elsewhere, we recognize the importance to civil society of performances that raise penetrating questions and celebrate our humanity. We encourage exploration of new modes of expression and a broadening of their audiences.

International Studies

A leader in African studies, we have broadened our international perspective by adding faculty in Middle East studies and establishing a campus in Doha, Qatar. The Buffett Center for International and Comparative Studies is our umbrella organization to sponsor and facilitate collaborative scholarship on crucial problems facing the world.

Markets, Social Structures, and Public Policy

Northwestern educates leaders and equips them to guide policy, direct and grow the institutions that can keep our nation strong, and promote global cooperation. We work closely with government agencies, corporations, and nonprofits to translate research and insight into sound management and policies that promote the public good.

Art of science. Researchers who develop new medicines and diagnostics embrace the advanced scientific visualization tool designed by Thomas Meade, Eileen M. Foell Professor of Chemistry (right). It uses big-screen TVs to display wall-size 3-D images of everything from atoms to animals. Matt McCrory, lead visualization engineer in Academic and Research Technologies (left), lent his expertise in animation, gained at DreamWorks, to bring the concept to life.



Promoting interdisciplinary interactions. In addition to receiving support for their individual research, the distinguished graduate students from across the University who are named Presidential Fellows become members of the Northwestern Society of Fellows, which fosters interdisciplinary interactions and develops leaders who are representative of the broad scholarship of the University. Presidential Fellows design and teach their own seminars, if they wish; serve as graduate affiliates of the Undergraduate Cross-Honors Colloquium; and can choose to become graduate associates of an undergraduate residential college. Pictured are University President Morton Schapiro (far left), dean of The Graduate School and associate provost for graduate education Dwight A. McBride (far right), and the Presidential Fellows newly inducted in spring 2011.



“To best prepare doctoral and master’s students for the global marketplace, The Graduate School places a high priority on the diversity of our academic community, programming that prepares students for a variety of career possibilities, and collaboration across disciplines—exemplified by our celebrated cluster programs.”

DWIGHT A. MCBRIDE

Dean, The Graduate School and Associate Provost for Graduate Education

Daniel Hale Williams Professor of African American Studies, English, and Performance Studies

Discovery as artistic expression.

With leading programs in theater, performance studies, music, and dance, Northwestern creates an environment that inspires and sustains both established and developing performing artists. One such artist, Mary Zimmerman (Communication '82, MA '85, PhD '94), Jaharis Family Professor of Performance Studies, received the prestigious Tony Award for direction for *Metamorphoses*, a play developed at the University. She has also received acclaim as a playwright and librettist and as a director at New York's Metropolitan Opera.



A next generation of health.

These are the words that Teresa Woodruff (PhD '89), Thomas J. Watkins Professor of Obstetrics and Gynecology (center), uses to describe the ultimate goal of her cross-disciplinary, collaborative research in oncofertility—providing new options for young cancer patients who wish to preserve their fertility after surviving their disease. Historically, these patients have had few, if any, such options prior to beginning cancer treatment, which can cause irreparable damage to the reproductive system. Today, the Oncofertility Consortium, a nationwide initiative that Woodruff founded, offers patients access to information about their options, promotes research into new methods for fertility preservation, and supports the training of the next generation of cross-disciplinary oncofertility specialists and scholars.



A voice in national policy.

President Barack Obama nominated Janice Eberly, John L. and Helen Kellogg Professor of Finance, to serve as assistant secretary for economic policy in the Department of the Treasury, where she can play a critical role in guiding national policy at a crucial time in the nation's history. Northwestern president Morton Schapiro commented, "Jan brings tremendous skills to this position as an expert in economics and finance and as a clear and effective communicator on complex issues."



Discovery with enduring impact.

Richard Silverman, John Evans Professor of Chemistry and Professor of Molecular Biosciences, developed pregabalin, the chemical that Pfizer markets as Lyrica, one of two approved treatments for fibromyalgia and epilepsy. Sale of a portion of the product royalty stream, considered the largest sale ever of its kind, benefitted the University's endowment. Silverman also donated a portion of the royalties he received to help fund the Richard and Barbara Silverman Hall for Molecular Therapeutics, home to the Chemistry of Life Processes Institute, which brings together faculty, graduate students, postdoctoral fellows, staff, and undergraduates from the physical sciences, engineering, and life sciences to collaborate across disciplines to answer fundamental questions in biomedical research and to develop new medicines and diagnostics.



"Northwestern emphasizes thinking beyond self and places a high value on service. The opportunity I've been given to serve in the government of the United States underscores that rigor and data-driven analysis are just as critical to sound policy making as they are to solid academic research."

JANICE EBERLY

John L. and Helen Kellogg Professor of Finance

Integrate learning and experience

EXTENDING THE ACADEMIC EXPERIENCE BEYOND THE CLASSROOM

For students to derive maximum value from the few years they spend at Northwestern, we must ensure a continuum of intellectual growth and personal development that extends well beyond a sequence of classroom courses, academic quarters, and short vacations.

Students learn best when they apply knowledge to life. They derive great value from academic activities that go beyond the classroom. The flexibility of our quarter system, our very broad array of curricular options, the low barriers for cross-school course enrollment, and our faculty's enthusiasm for teaching beyond their primary departments and schools make all this possible.

This plan offers a framework for emphasizing learning by doing and for broadening our students' academic perspectives. It challenges us to integrate seamlessly academic innovation, experiential learning, career advising and development, and cross-disciplinary course work to achieve a more complete and unified learning experience.



Design for America goes national.

Conceived by faculty at McCormick and piloted in collaboration with Northwestern students Mert Iseri (McCormick '11) (arms raised), Hannah Chung (McCormick '12), Yuri Malina (Weinberg '11), and others, Design for America seeks to channel students' enthusiasm for design into creating meaningful social impact through innovative solutions to human challenges and needs. The program's first project, designing tools to assist individuals with diabetes, won national recognition, and the movement has spread rapidly to other universities coast to coast. The first Design for America Leadership Studio (shown here), held at Northwestern in August 2011, drew student leaders from eight nationally prominent universities.

WE WILL

Develop new academic programs that expand the impact of experiential learning and make changes that enable students to earn more credit toward graduation from experiential learning activities.

Increase opportunities for students to engage in faculty-supervised research and creative work, internships, civic involvement, and other beyond-the-classroom learning experiences and encourage and enable all students to participate.

Create a year-round educational experience by extending experiential learning activities throughout the summers and between quarters and secure the additional resources required to support these activities.

Increase the breadth and depth of options we offer students to give them better pathways for learning and find better means of assessing and measuring the outcomes.

Stimulate academic innovation that results in more modular course sequences and new modes of team-based academic and career advising.

Expose more students to the extraordinary talents of our faculty by, for example, offering signature courses across different majors and schools and by developing courses for undergraduate students in our professional schools.

Leverage advanced communication and information technology to improve access to learning experiences of all sorts and to foster innovation in teaching inside and outside the classroom.

“You know when you find what you need to do in life, and I found it. I could not have done this anywhere else. The possibilities are endless at Northwestern.”

JOSEPH BALDWIN, BIENEN '10

Master of Music candidate, University of Michigan

Advance preparation for academic life. Designed for incoming freshmen, the BioEXCEL summer program gives new students a big slice of campus life at Northwestern. During the stimulating five-week program, participants strengthen their foundation in core academic competencies such as calculus, chemistry, and biology; take part in extracurricular and career-related activities; and develop their interpersonal and social skills while living in a Northwestern residence under the mentorship of peer counselors.



Mobilizing a mission. A new smartphone app, developed by Northwestern students, offers maps, photos, schedules, and animal facts to visitors to Chicago's Lincoln Park Zoo. The multidisciplinary experiential learning project challenged the students to apply computer science, management, and marketing skills to develop a real product that also serves the mission of one of Chicago's oldest public institutions.



Supercharging the curriculum. Modular learning encompasses a continuum of formal course work and extracurricular experiences that take a student from an entry point to mastery of a specific learning objective. For example, the Kaplan Humanities Scholars Program (below) offers a "supercharged" humanities curriculum to a select group of first-year students from any field. Interdisciplinary lecture courses taught by some of the University's top faculty are paired with seminars to investigate how diverse thinkers—at different times and in dissimilar ways—have answered one of humanity's most enduring questions: "What is the nature of 'the good society'?" Other modular learning options offered at Northwestern include the Brady Program in ethics and civic life, Global Health Studies, multiple School of Communication initiatives, and the Kellogg Certificate Program for undergraduates.



Innovation materialized. NUvention courses take experiential learning to dimensions unheard-of elsewhere. Students from across Northwestern work together in teams to form real businesses, generate ideas for real products, present them to real venture capitalists, and compete for real funding dollars. *Inc.* magazine rated NUvention among the top 10 best new courses of 2011. The team pictured here developed SweetPerk, a new smartphone app, in cooperation with the Downtown Evanston business association to help shoppers find great perks at local businesses. Another NUvention student, Nikhil Sethi (McCormick '10), marketed the advertising distribution concept he developed and landed on *Forbes*'s list of All-Star Student Entrepreneurs for 2011.



"The University will push you to change, to reshape your picture of the world over and over again, and, most important, to grow."

KATARINA KOMINA, COMMUNICATION '14

Jumpstarting careers in engineering and design.

A focus on creative problem solving has been a hallmark of engineering education at Northwestern for more than a century. McCormick's Engineering First® program engages students in engineering concepts from the very beginning of their freshman year, grounds them in the fundamentals, and provides experiential opportunities for them to work with real engineers early in the program. This jumpstart gives students a built-in advantage in future research and in the job market after graduation.



Nation-leading performance.

The Northwestern Debate Team's 2011 National Debate Tournament victory boosted the University's nation-leading title count to 14. The year also marked the first time that Northwestern placed two teams in the national tournament's semifinals. All three Northwestern teams in the tournament ranked in the top 10.



Experiencing the world.

Global Initiatives in Management (GIM), a perennially popular Kellogg MBA program elective, takes students intellectually and physically on a journey of academic exploration to locations worldwide from Vietnam (below) and China to India and South America. Students spend the first part of the course in the classroom studying in depth the economic, political, and cultural climate of their chosen region of the world. They then embark on a 10-day international journey to complete their research, meet with business leaders, and gain a first-person perspective on the local marketplace and its position in the world's economy.



Paving a path to professionalism.

The School of Communication's Leadership Journey program gives students a variety of perspectives on careers in communications by bringing them face to face with professionals at some of Chicago's most high-profile enterprises, including the Chicago Blackhawks, Northwestern Memorial Hospital, and Steppenwolf Theatre. Here, a Northwestern student test-drives the news desk with Linda Yu (left), a news coanchor at Chicago's ABC affiliate.



“Engineering at Northwestern encourages both analysis and creativity, which we call ‘whole-brain’ thinking. This concept, along with significant partnerships across the University, augments deep technical strength with a focus on leadership, entrepreneurship, and design, fostering a culture of innovation that infuses every part of the University.”

JULIO M. OTTINO

Dean, Robert R. McCormick School of Engineering and Applied Science

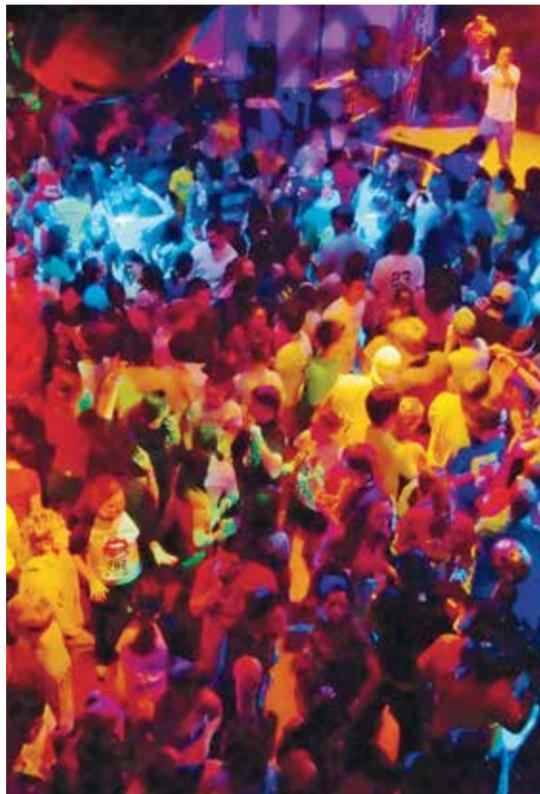
Connect our community

GROWING STRONGER THROUGH THE RICHNESS OF DIVERSITY

The Northwestern University community is a complexity of connections—many uncommon, some unexpected—all spanning multiple dimensions and critical intersections. We pay close attention to keeping all those connections strong and are committed unconditionally to providing an optimal environment for every member of our community to learn from and collaborate with others regardless of their similarities or differences.

We are unwavering in our resolve that diversity at Northwestern means far more than disparate groups sharing common space. We celebrate and support a new and fully inclusive mainstream and believe that our diversity—in the fullest meaning of that word—enriches all areas of the community. Our vibrancy and vitality derive directly from the breadth of talent, training, and life experience found among our staff, faculty, students, and alumni.

We stay strong and effective through the shared excitement of discovery, the rewards of learning, our defining traditions, and the collective satisfaction of having a meaningful impact on the wider world.



Putting the fun in fundraising.

A University tradition dating back to 1975, Northwestern's annual 30-hour Dance Marathon brings together service-minded dancers from across the community to raise funds to support local charities. The event is always an unqualified success, and the 2011 marathon set an all-time record, netting more than \$1 million in total gifts and in-kind donations.

WE WILL

Vitalize our community of faculty, staff, and students with our diversity of race and ethnicity, gender and sexual orientation, religion and geographic origin, political perspective and economic condition.

Create community gathering spaces where connections can be forged and strengthened and where wide-ranging informal and social interests and needs can be met.

Celebrate our University family connections frequently through established and new University-wide traditions that embody the full scope of the Northwestern identity.

Express our community spirit through shared activities and events in the arts, athletics, and academics as both participants and spectators.

Encourage and enable staff to contribute to the education and research missions of the University and to learn and advance in their individual careers.

Affirm our alumni as full-fledged members of our community and lifelong learners through distance education, participation in student mentoring, and on-campus events and reunions.

Ensure that all members of our community can access the advantages and amazingly rich resources of the Chicago area.

“There is a distinct culture here at Northwestern . . . you can easily assemble a set of friends with myriad talents and interests who are doing a million and one amazing things you never could've imagined.”

BRADLEY AKUBUIRO, MEDILL '11

Founder, Access to Opportunity Movement, a youth-led effort to increase access to education for students nationwide

A study in contrasts. From the supremely hilarious to the supremely judicial, alumni invited to address members of Northwestern's 2011 graduating classes epitomize the richly diverse contributions our graduates make to society. Stephen Colbert (Communication '87) (below), the Emmy Award-winning satirist widely known for the outrageous political pundit he plays on Comedy Central's *The Colbert Report*, entertained and inspired the graduates at Northwestern's 153rd commencement with his eloquent mix of humor and wisdom. Distinctly different in tone and style, John Paul Stevens (JD '47, H '77), retired associate justice of the US Supreme Court, returned to his alma mater, Northwestern University School of Law, to deliver the school's 2011 convocation address.



Third spaces. Northwestern recognizes the importance of community gathering spaces for creating connections, sharing ideas, collaborating on projects, and cementing friendships. That recognition has led to an ongoing effort to create "Third Spaces," areas on campus for students to congregate other than where they sleep or attend class. The Great Room (below), a third space created from the former dining room of a theological seminary, was refurbished to retain the ambience and architectural beauty of the room while providing better lighting, new furnishings, wireless access, and flat panel displays—and daily specials like burgers, pizza, and tacos until 2 a.m.



A tradition of connecting.

Northwestern University creates connections through traditions, old and new, that transcend differences of all sorts. Some traditions make headlines, like our six-time NCAA championship women's lacrosse team (below), and others stand the test of time, like our record of academic excellence among student athletes in all sports. Some traditions are ageless, like the long-running Waa-Mu student musical production, and some, like the annual Dance Marathon, which has raised millions for worthy causes, retain their substance but reflect the culture of the moment. Northwestern nurtures these collective traditions and at the same time creates opportunities and social environments that promote the formation of equally enduring personal connections and relationships across cultures, generations, and genders.



Staff leadership and recognition.

Appointed by the University president, the Northwestern University Staff Advisory Council (NUSAC) promotes a positive work environment and serves as advocate and communications channel between staff and University administration. NUSAC recognizes the Employee of the Year at the annual Staff Service Recognition Luncheon (below). Staff leaders also participate in the annual Best Practices Forum to explore with University management solutions to the technology, process, and people challenges they face. By leveraging great ideas and best practices from within the community, the University can sustain an optimal environment for discovery, learning, and collaboration.



"We must create connections and opportunities for those who have the intellect, passion, and drive to tackle today's biggest challenges. We equip our graduates to build strong organizations and to mobilize the power of the team to make a positive impact on their businesses, their communities, and the world."

SALLY BLOUNT, MS '91, PHD '92
Dean, J. L. Kellogg School of Management

"As an athlete at Northwestern, I learned firsthand the importance of well-rounded leadership. Now as head coach, I see that this holistic focus remains central to our athletic programs: winning on the field, excelling academically, and making service to others a top priority."

PAT FITZGERALD, EDUCATION AND SOCIAL POLICY '97
Dan and Susan Jones Head Football Coach

Engage with the world

EXPANDING OUR IMPACT AT HOME AND ABROAD

When members of our community actively engage beyond our campus borders, we change the lives not only of the individuals we touch but our own as well. As a University, we create even greater positive impact by pursuing a strategy of partnerships with other corporations, health and medical organizations, cultural and educational institutions, and government entities domestically and abroad.

Our schools of engineering, medicine, law, and management have developed extensive international relationships that help prepare our students for global leadership roles. Our new Qatar campus, in a critically important region of the world, exemplifies our commitment to global engagement.

Closer to our home base in the Chicago area, we have created enduring relationships with many of the region's most outstanding public and private organizations, complementing their strengths with ours. Regardless of where we engage, Northwestern recognizes that we are there not only for our own purposes but also to help sustain those communities and to enhance the quality of life for their citizens.



A real-world view. Students in the School of Education and Social Policy complete a real-world practicum—a one-term, off-campus, unpaid internship—in an organization relevant to their academic concentrations and interests. Amy Wu (Education and Social Policy '09, MS '11), a human development and psychological services major, completed hers at Alternatives, Inc., a youth and family agency in Chicago.

WE WILL

Expand our influence and effectiveness through strong partnerships with Chicago-area universities, laboratories, cultural institutions, corporations, professional sports teams, and government and nongovernmental agencies.

Contribute to Chicago's reputation and competitiveness in the global marketplace for talent, capital, and ideas through University-based initiatives and individual efforts.

Participate in and improve the civic life of communities that neighbor our campuses through the active involvement and leadership of our faculty, students, and staff.

Maximize the value of our global education and research network by focusing our engagements strategically across our domains of excellence and areas of greatest strength.

Expand our global research activities, locations, and partners with an emphasis on building global research hubs in Asia and the Middle East.

Broaden our students' global perspectives and prepare them for global leadership in ways that are meaningful and integrated with the curriculum and research priorities.

Globalize our community by increasing the number of international students who study here and domestic students who participate in study and experiential learning abroad.

“Our Chicago-area location offers enormous opportunities for our faculty and staff to engage with, and collaborate with, widely respected institutional and corporate partners. This benefits both Northwestern and the city of Chicago and allows the innovative work of our faculty and students to reach a wider audience.”

SARAH MANGELSDORF

Dean, Judd A. and Marjorie Weinberg College of Arts and Sciences

Making global health a top priority.

Not only has global health become the fastest-growing program of study at Northwestern, our faculty, students, and collaborators from the public and private sectors have created partnerships to develop solutions to global health problems across many fronts. Providing direct medical care, as in this inpatient pediatrics unit at Mulago in Kampala, Uganda (below), is just one example. Others include developing digital x-ray technology for use in the developing world, a phototherapy device for treatment of newborn jaundice, an innovative model for tuberculosis infection control, and a portable HIV-testing unit that reduces the time required to get test results from several weeks to only a few hours. These collaborative efforts draw on our expertise across many disciplines: science, medicine, business, engineering, communications, and the social sciences.



Engaging art. In a unique partnership, Northwestern, the Art Institute of Chicago, and Argonne National Laboratory are collaborating to advance the science of conservation with efforts ranging from determining the mineral composition of ancient Chinese jades (below) to studying the aging process of tiny pigment chips from Seurat's *A Sunday Afternoon on the Island of La Grande Jatte*.



International perspective, presence, and access.

Intellectually and physically, we continue to expand the University's global influence and presence. We have the nation's leading program in African studies and have greatly expanded our Arabic language and Middle East studies programs. Our campus in Doha, Qatar (below), expands our global footprint, and our students expand their own global perspectives through more than 120 study-abroad programs in 45 countries. Our International Program Development office promotes internationalization through non-traditional study-abroad and exchange programs, research fellowships, and global partnerships in areas such as engineering and global health.



Finding answers at ANSER.

Solving America's energy challenges will require contributions from many different energy technologies, but one form of energy holds special promise because it is both abundant and virtually pollution free: solar power. In a collaborative endeavor, scientists (below) at the Argonne-Northwestern Solar Energy Research Center (ANSER) are seeking to understand and control the chemical processes and materials necessary to obtain cheap, efficient, and clean solar energy.



“The work that the Bluhm Legal Clinic does is so important because it would not be done if the people there weren't fighting for these clients.”

CLAIRE DIEGEL, LAW '14

“Argonne's active partnership with Northwestern is a vital component of our goal of meeting 21st-century challenges by fueling innovation in areas such as x-ray science and high-performance and nanoscale materials and chemistry—areas that are vital to our scientific and economic future.”

ERIC ISAACS

Director, Argonne National Laboratory

We will. You can.

DISCOVER CREATIVE SOLUTIONS INTEGRATE LEARNING AND EXPERIENCE CONNECT OUR COMMUNITY ENGAGE WITH THE WORLD

This strategic plan, in its making and in its message, exemplifies the enormous power of collaboration for which Northwestern is renowned. Collaboration is precisely how this plan came into being. By engaging hundreds of individuals—faculty, students, administration, staff, and alumni—across all areas of interest and responsibility, we have discovered practical approaches for taking Northwestern to ever greater heights.

Collaboration is also how we will turn this plan into action. The strategy the plan embodies will guide us. As such, it is the basis for more tactical planning, a stimulus for individuals, departments, schools, and constituents to think creatively about how their goals align with the plan and how to achieve them consistent with the University's investment strategy.

Although we may start with specific ideas and goals for our distinct areas of interest, the plan emphasizes that our path to greater prominence

hinges on interdisciplinary collaboration, one of our defining characteristics. Therefore, the themes throughout this plan, like Northwestern, are big and multidisciplinary. We must capitalize on our common strength in our specific plans yet at the same time consider the impact that our planning will have on others within the community and on the reputation and future of Northwestern as a whole.

Just as the world around us changes constantly, research and academics are continuously evolving. New faculty and new students arrive. Interests and emphases change. This plan allows for such dynamism without sacrificing our focus on the ultimate outcome—a great private research University fulfilling its research and education mission.

Study the plan carefully and you will understand where we intend to apply the greatest measure of our resources and talents over the coming years. There you will find the key to your own planning and priorities.

“At Northwestern, we know that we are on strategy when our graduates put their knowledge and leadership into action and the world takes notice. Whether in a courtroom, a newsroom, a boardroom, or a classroom, in a hospital, an African village, a design laboratory, or a concert hall, if it becomes a better place because of their presence, we have done our job well.”

MORTON SCHAPIRO
President and Professor



Define yourself.
Transform the world.
Creative and analytic.
Whole brain.
Whole person.

Complex challenges.
Unexpected solutions.
Unconventional collaboration.
Pioneering spirit.
Passion for discovery.

A strategic plan by and for our community

NORTHWESTERN UNIVERSITY STRATEGIC PLANNING TASK FORCE MEMBERS

The University Strategic Planning process was spearheaded by Provost Daniel Linzer and supported by Marilyn McCoy, vice president for administration and planning; Evelyn Caliendo, director of planning and associate secretary to the Board of Trustees; and Jake Julia, associate vice president for change management and associate provost for academic initiatives. Task force members are listed by title and affiliation as of the year the task forces met.

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Northwestern students and others, led by African and Asian Languages professor Li-cheng Gu, visit the Great Wall of China as part of Northwestern's academic programs offered in Beijing each summer.

On the front cover

Top photo: Mark Ratner (PhD '69) (far left), Lawrence B. Dumas Distinguished University Professor and codirector of ISEN, whose research is theoretical, and former student Emily Weiss (MS '03, PhD '06) (center right), Clare Boothe Luce Assistant Professor of Chemistry, whose work is experimental, exemplify a defining characteristic of Northwestern—cross-disciplinary collaboration and mentorship. With two postdoctoral fellows, they examine a physical model of a solid used in advanced batteries.

Bottom photo: Appreciation for excellence in artistic expression extends throughout our community, and there's much to appreciate across all the arts. Here, Victor Yampolsky, the Carol F. and Arthur L. Rice Jr. University Professor in Music Performance, conducts the Northwestern University Symphony Orchestra in performance at Pick-Staiger Concert Hall.

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