STRATEGIC PLAN
UPDATE 2013

NORTHWESTERN WILL

NORTHWESTERN
UNIVERSITY

On our way

In the 18 months since Northwestern University unveiled its strategic plan, *Northwestern Will*, the University has concentrated its efforts on achieving the ambitious goals the plan laid out. We asked our academic and administrative areas to support these directions, and our budget process supported the implementation of the strategic plan. Additionally we have appointed a Catalyst Workgroup to stimulate conversations and actions that can benefit from added support.

To be sure, much work remains to be done, but the initial steps that we have taken and are outlined in this document demonstrate Northwestern's determination to transform itself educationally and in our relationship with our communities and the world.

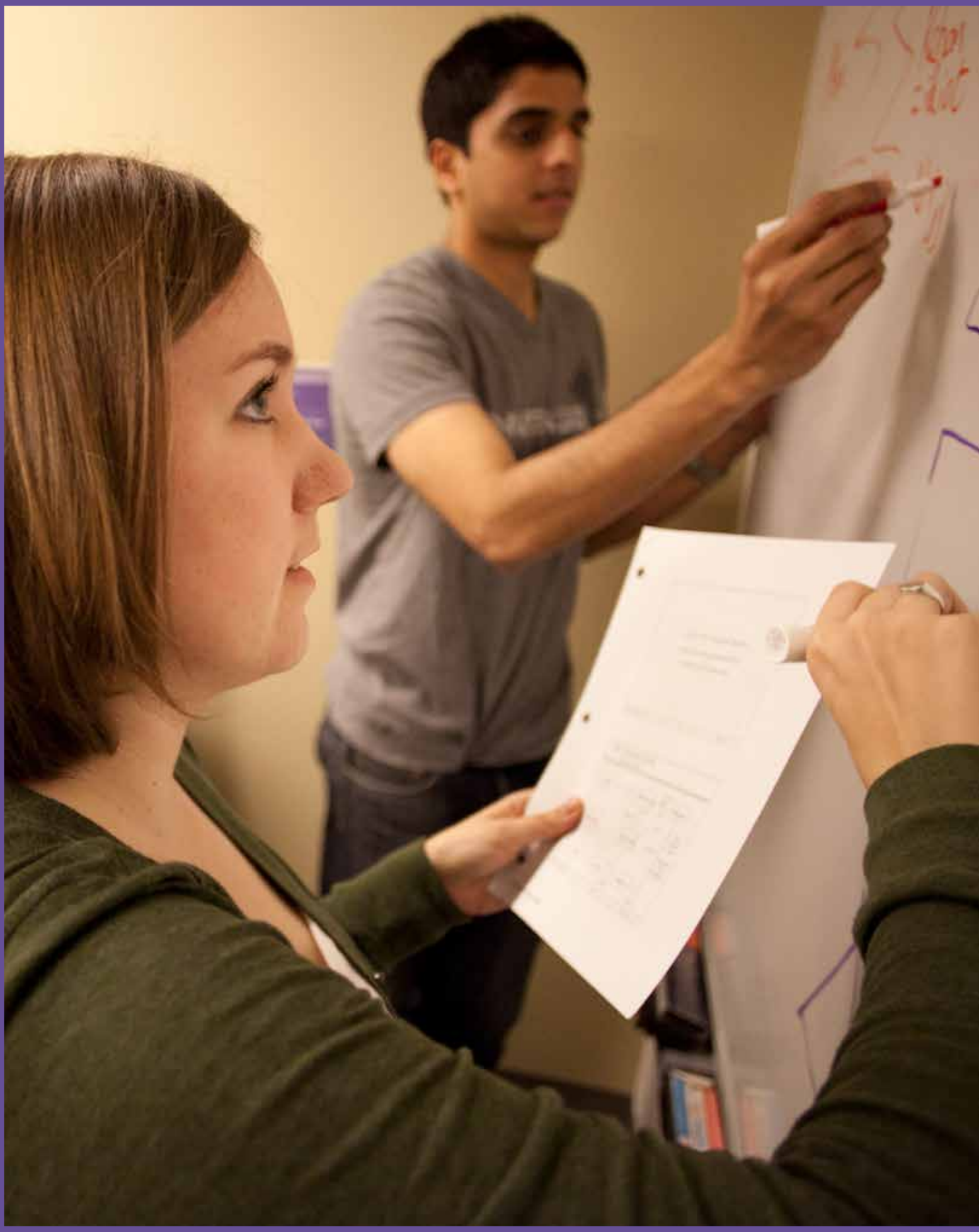
It's particularly encouraging that these initiatives are taking place across the University, originating in many areas. Northwestern can occasionally be a challenging place because of its decentralized organization. But that decentralization is also a strength, because it means that creative ideas arise from many places. Therefore, it's important to understand—and we readily acknowledge—that while Northwestern's strategic plan provides the key overarching goals for the University's future, the impetus for transformation is generated throughout this great institution.

This report briefly summarizes some of the key initiatives underway. We are also pursuing many others. And, as noted above, much more lies ahead of us. As we begin the public phase of a major fundraising campaign in the coming year, we will bring additional resources to provide the foundations for these ambitious efforts. We look forward to continuing to work together with you as we move Northwestern forward.

Sincerely,

Morton Schapiro
President and Professor

Daniel Linzer
Provost



FOUNDATIONS FOR THE FUTURE

Northwestern's strategic plan contains four "pillars," or areas of focus, that build on Northwestern's strengths while concentrating resources on the key issues that Northwestern is best positioned to address. Following are some highlights of initiatives already underway that are creating new foundations for Northwestern's future. This is not intended to be a comprehensive list but rather a sampling of some of the significant efforts occurring throughout the University.

DISCOVER creative solutions

Northwestern is deservedly renowned for its creative approaches to research, teaching, and problem solving in a variety of disciplines. From the laboratory to the urban school to the musical theater stage, Northwestern faculty and students together are developing innovative solutions to some of society's most pressing issues, making scientific advances, and creating new works of art.

Northwestern Will called for the University to create a foundation for innovation and an entrepreneurial culture while continuing our strong research efforts in the biomedical sciences. In addition, we challenged ourselves to develop new approaches in fields from sustainable energy to global healthcare to media and the performing arts. Following are some of the key initiatives already underway.

WHAT WE'VE DONE

- **Regenerative Nanomedicine Center.** The Institute for BioNanotechnology in Medicine received a $10 million gift from the Querrey Simpson Charitable Foundation to establish the Louis A. Simpson and Kimberly K. Querrey Center for Regenerative Nanomedicine.

- **Institute for Public Health and Medicine.** Northwestern's Feinberg School of Medicine developed the Institute for Public Health and Medicine to integrate medicine with public health models in order to improve public health.

- **Department of Asian Languages and Culture.** A new Department of Asian Languages and Culture has been created to strengthen Asian studies. The department will have six to eight new tenure-line faculty in Chinese, Japanese, Hindi, and Korean literature and cultural studies, as well as faculty who teach those languages. The University received an award from the Mellon Foundation to support the creation of the new department.

- **Battery research funding.** Northwestern will be a partner with Argonne National Laboratory and others in the Joint Center for Energy Storage Research, a five-year, $120 million project to further research in battery performance.

- **Institute for New Music.** The Bienen School of Music created the Institute for New Music and hosted its first event, a three-day festival examining the music and artistic legacy of John Cage.

- **Student groups capture national business plan competition two years in row.** Northwestern students and professors from the Weinberg School of Arts and Sciences, the McCormick School of Engineering and Applied Science, the Kellogg School of Management, and the School of Law captured the US Department of Energy National Clean Energy Business Plan Competition the first two years it was held. In 2012 the group from Northwestern created a plan for a startup company, NuMat Technologies, to design high-performance materials that can store gases and can be produced on a large scale for industry. This year's group developed a business plan for Sinode, lithium-ion battery anodes that enable a battery to charge more quickly and hold a charge 10 times longer than current anode technology. This could greatly enhance battery life for electric vehicles and smartphones.

- **Center for the Neurobiology of Language Recovery.** Northwestern received a $12 million grant from the National Institutes of Health to establish a center devoted to research on aphasia, a devastating disorder that essentially robs the brain of language.

- **Center for Device Development.** The Center for Device Development was founded by the Innovation and New Ventures Office (INVO), McCormick, and Feinberg to develop innovations in healthcare. The center's doctors and engineers team up to innovate and commercialize medical devices.

- **ISEN undergraduate certificate in energy and sustainability.** The Initiative for Sustainability and Energy at Northwestern began offering a certificate in energy and sustainability for undergraduate students.

- **Poetry and Poetics cluster.** The Graduate School has formed an interdisciplinary group of scholars and writers from the language-focused humanities field. Members of the cluster share an interest in the particular structures of thought that poetry articulates.

- **Solar Fuels Institute.** Northwestern is leading the way in a global consortium for developing innovative approaches to solve the world's energy problem. A newly established Solar Fuels Institute is focusing on ways to use artificial photosynthesis to fuel the planet sustainably with sunlight.

- **Vaccine fridge wins award.** A McCormick undergraduate developed a portable refrigerator powered by a hand crank so as to transport and store vaccines safely in areas where power is not available. The invention won the US James Dyson Award, an international student design competition.

INTEGRATE learning and experience

Northwestern students and faculty are both thinkers and doers. From their first year as undergraduates through their professional studies, Northwestern students are able to use their education to solve real-world problems. In doing so, students gain new insights into their disciplines, their career choices, and themselves.

Northwestern Will set forth goals that included developing new academic programs to expand the impact of experiential learning, increasing opportunities for student research, providing more summer programs, and stimulating additional innovative approaches to teaching and learning. Here are some of those initiatives.

WHAT WE'VE DONE

- **Kellogg class innovates for impact.** The first class of undergraduate and graduate students in business, engineering, communications, and design participated in Kellogg's Innovate for Impact class. Class members traveled to communities around the globe for "boots on the ground" field research.

- **Soap scripting.** Three undergraduate students in the School of Communication were selected to write a script for the recently revived *All My Children*, now an online soap opera.

- **Practical philanthropy.** A new School of Education and Social Policy class allows students to donate $100,000 to charities that are selected by the class. Learning Philanthropy examines the history and practice of philanthropic giving and, in a very real way, demonstrates the impact that charitable giving can have. Students decide whether to donate $100,000 to a single nonprofit organization or to split it among multiple nonprofits. In the process they explore the policies, politics, and practices that influence giving decisions.

- **Virtual negotiation.** The School of Law's Bluhm Legal Clinic has joined several other law schools in an innovative effort to teach negotiation and mediation using video-conferencing. Students use the technology to engage in experiential learning with their counterparts at other schools.

- **Online IMC program.** Medill began offering its master's degree in integrated marketing communications via online instruction. The program offers the same curriculum, faculty, and degree as the in-person part-time program.

- **Coursera partnership.** Northwestern is partnering with Coursera on developing a number of massive online open courses (MOOCs). The courses will be available free via the web and will include Understanding Media by Understanding Google and Everything is the Same: Modeling Engineered Systems.

- **Semester Online.** Northwestern will provide one of 11 inaugural courses that will be offered in fall 2013 by Semester Online, a consortium of top-tier colleges and universities engaged in an online learning experience for undergraduates. In a partnership between 2U and leading universities, Semester Online will offer online, for-credit courses in real time to college students from anywhere in the world.

- **Global Health Minor mentoring.** The Global Health Mentorship Program launched in 2013 to assist the personal and professional development of students minoring in global health. The program will facilitate lasting and mutually beneficial relationships between students and alumni across the disciplines that make up the Global Health Program.

- **Mobile App Developer certificate program.** The School of Continuing Studies developed the Mobile App and Web Developer certificate program, which will begin in fall 2013. Students will create a mobile application and learn about the incubator-startup culture in Chicago.

- **Kellogg fast track.** Kellogg launched a new master of science degree in management studies for Northwestern undergraduates. The Russell Fellows program will allow Northwestern undergrads to enroll directly in the new master's program, completing the degree in one year.

CONNECT our community

Northwestern has been described as having the assets of many types of schools combined into one—the power of a major research university, the creative energy of arts and music conservatories, the intimacy of a liberal arts college, the rich diversity of an international institution, the top-flight training of the best professional schools, and the excitement of a big-time athletic program. All that is true. But the University is more than a collection of disparate entities. We believe that Northwestern's wonderful diversity is one of our core strengths.

Northwestern Will established important goals for connecting with one another, including continuing our efforts to create a diverse and inclusive community, celebrate our connections, encourage and enable staff to contribute to the research and education missions of the University, and create additional community gathering spaces.

WHAT WE'VE DONE

- **Diversity initiatives.** The University launched several key initiatives aimed at making Northwestern a more welcoming community for everyone. These included establishment of a Diversity Leaders Group that brings together key officials working in this area across the University; creation of the University Diversity Council, which focuses on important areas such as campus life and faculty recruitment and retention; a Bias Incident Response Team, which provides support and advocacy when instances of bias occur; and Sustained Dialogue, a method that helps students understand other individuals' different perspectives.

- **Admissions outreach efforts.** Northwestern expanded its outreach efforts aimed at attracting an increasingly diverse student population. The initiatives included a new agreement with the Posse Foundation, which brings a diverse "posse" of talented students to campus to serve as a catalyst for increased individual and community development, and Northwestern's Good Neighbor, Great University program, which provides substantial financial assistance for graduates of Chicago and Evanston schools.

- **OpEd Project.** Northwestern is partnering with the OpEd project, which aims to increase the influence and contribution of women and minority faculty in shaping

public conversations about key issues in society. Through teaching and mentoring, a group of faculty are being encouraged to write opinion pieces in leading publications. More than 100 such articles have been published in the project's first year.

- **Additional informal gathering places.** In an effort to provide more places for students and faculty to gather informally, the University is using landscaping and campus improvements to create spaces for such interactions. These include porches on residential colleges, the new Mid-Campus Green, reopening the historic west entrance to Deering Library, and adding benches and picnic tables around campus.

- **Career trekking and guidance.** Groups of Weinberg College of Arts and Sciences students visit WCAS alumni in different fields to get a preview of career possibilities. Sites have included city government, hospitals, healthcare, and other areas. In addition, WCAS and SESP alumni are providing students with career guidance and preparation.

- **AVP for engagement, director of campus inclusion and community, and first-year director.** Three key positions were created in the Division of Student Affairs to increase connections for students. The new assistant vice president for student engagement position was created to enhance collaboration among departments serving students; the director of campus inclusion and community is working collaboratively with the University community to help foster an inclusive learning environment for all students; and the director of first-year experience will focus on providing a high-quality initial experience for students.

- **Workplace Learning Council.** This coalition of University leaders is developing strategies that encourage staff and faculty to learn and advance in their careers. The four initiative areas are Engage the Community, Increase Opportunities for Leaders and Managers, Provide Additional Tools and Technologies, and Strengthen Centralized Support.

- **Ryan Fieldhouse to provide all-University facility.** Northwestern received an unprecedented series of gifts in support of a campaign for athletics and recreation. In honor of the lead gift from Patrick G. Ryan (EB59, H09) and Shirley W. Ryan (WCAS61), the University will name a new building the Ryan Fieldhouse. The facility will provide space for University-wide events, such as Freshman Convocation and Dance Marathon, as well as athletic events and practices. The athletic department also announced a partnership with the Chicago Cubs for football games and other athletic events to be played at Wrigley Field. A Wildcats baseball game was played at Wrigley this spring.

- **NU for Life program.** Northwestern trustee David Kabiller (WCAS85, KSM87) made a gift to establish the NU for Life program. This innovative program provides opportunities for career exploration for Northwestern student athletes, allowing them to draw on the knowledge of former student athletes, friends of Wildcat athletics, and companies seeking talented recent graduates.

ENGAGE with the world

Through a campus in Qatar and University programs on six continents, Northwestern's impact extends around the world. At the same time, Northwestern is a vital educational and economic force in the Chicago metropolitan area both individually and through its ties with other key institutions locally.

Northwestern Will challenges us to expand our partnerships with Chicago-area universities, laboratories, and other institutions, thereby contributing to Chicago's reputation and competitiveness and increasing our engagement in the community. At the same time, we intend to increase our globalization through additional programs abroad, providing more opportunities for domestic students to study overseas and enabling more international students to study here.

WHAT WE'VE DONE

- **STEM partnerships.** The Office of STEM Education Partnerships has reached out to schools in Evanston and Chicago to expand the University's efforts in science, technology, engineering, and math. The work includes establishing a new office at Evanston Township High School, expanding after-school programs, developing mobile computer labs, and other initiatives.

- **Art Institute partnership expansion.** A $2.5 million grant from the Mellon Foundation will fund the establishment of the Center for Scientific Studies in the Arts, expanding an innovative partnership between the University and the Art Institute of Chicago. The work focuses on using technology and developing new methods to investigate art.

- **Northwestern-Argonne minisabbaticals.** A new program will allow Northwestern professors to spend an academic quarter collaborating with scientists at Argonne National Laboratory.

- **Joint appointments with Adler.** The University has created a joint professorship and a postdoctoral position with the Adler Planetarium.

- **MFA-Steppenwolf partnership.** The School of Communication has partnered with Chicago's Steppenwolf Theatre Company to provide MFA design and directing students the opportunity to have their work staged at a professional theater before they complete their degree.

- **Middle East PhD cluster.** A new PhD cluster in Middle East and North African studies offers interdisciplinary approaches to the study of those areas. In addition, Northwestern University in Qatar launched a certificate program in Middle East studies. The program will provide greater understanding of the region's history, culture, and politics.

- **Collaboration with Al Jazeera**. In an effort to further understand and develop media in the Middle East, Northwestern University in Qatar signed an agreement with Al Jazeera to increase their collaborative efforts.

- **India film partnership.** The School of Communication has established a new partnership with the Annapurna International School of Film and Media in Hyderabad, India.

- **New program in Israel.** The University has increased opportunities for study abroad in Israel and is developing undergraduate exchange programs with Tel Aviv University. In addition, a generous gift from Renée and Lester Crown will allow the expansion of undergraduate teaching on modern Israel on the Evanston campus.

- **Global Health Studies Program recognition.** The Global Health Studies Program received the 2013 Paul Simon Award for Internationalization.

- **Exploring Chicago.** As part of this year's One Book One Northwestern program, more than 300 freshmen explored different areas of Chicago on trips led by faculty members. The exploration will expand in coming years with an orientation to Chicago as part of the welcome for new students.

- **Truancy and dropout prevention program.** A School of Education and Social Policy faculty member is researching the effects of a mentoring program to prevent truancy and dropping out by Chicago Public School students.

WHAT'S AHEAD

The initiatives listed here that are putting Northwestern's strategic plan into action may be numerous, but they are by no means comprehensive. The University truly is a place where new and interesting ideas are being generated all the time. In the coming year Northwestern is expected to publicly launch a major fundraising campaign that will help support these initiatives as well as others. With this foundation, and through the equally important and ambitious efforts of its students, faculty, staff, and alumni, Northwestern University will continue to discover, integrate, connect, and engage, just as *Northwestern Will* envisioned.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