

STRATEGIC PLAN
PROGRESS REPORT 2014

NORTHWESTERN
WILL



NORTHWESTERN
UNIVERSITY



Dear members of the Northwestern community,

As we did last year, we are reporting to our faculty, staff, students, and alumni on ways the *Northwestern Will* strategic plan is being put into action across the University. We are inspired by the progress already made and the impact that the plan continues to have on Northwestern. The plan provides the overarching goals, but the impetus for transformation is arising from throughout this great institution.

The plan contains four “pillars,” or areas of focus, that build on Northwestern’s strengths and concentrate resources on the key issues for the University. This report highlights initiatives under way in each of those four pillars. Although not intended to be comprehensive, the list is wide ranging, demonstrating that significant efforts that already are transforming the University are occurring in many areas.

“We Will,” the \$3.75 billion fundraising campaign publicly launched this spring, is intended to ensure the success of initiatives such as those reported here and others yet to come. Northwestern will continue to discover, integrate, connect, and engage, just as *Northwestern Will* envisions.

Sincerely,

A handwritten signature in black ink, appearing to read "Morton Schapiro".

Morton Schapiro
President and professor

A handwritten signature in black ink, appearing to read "Daniel Linzer".

Daniel Linzer
Provost and professor

DISCOVER creative solutions

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

WHAT WE'VE DONE

- **Research consortium funded.** UI LABS, a Chicago-based consortium of researchers including Northwestern faculty, has received a \$70 million federal grant that will help position Chicago as a national hub for digital manufacturing. Northwestern is one of the founding partners of the initiative.
- **New “drug” shows promise for Alzheimer’s.** A new class of experimental, drug-like small molecules halted memory loss and fixed damaged communication in a mouse model of Alzheimer’s disease. The research was done in the laboratory of D. Martin Watterson, the John G. Searle Professor of Molecular Biology and Biochemistry at the Feinberg School of Medicine.
- **Ground broken for new home of Kellogg and economics department.** A ceremony on the Evanston campus in November broke ground for a state-of-the-art “global hub” to house the J. L. Kellogg School of Management and the Department of Economics in the Judd A. and Marjorie Weinberg College of Arts and Sciences. The five-story, 410,000-square-foot building is designed to facilitate interdisciplinary teaching and research along with Kellogg’s aim to transform management education.
- **Cross-institutional humanities work supported.** The Alice Kaplan Institute for the Humanities is part of a consortium of 15 Midwest humanities institutes receiving a \$3 million grant from the Mellon Foundation. The Humanities Without Walls consortium aims to create new avenues for cross-institutional research, teaching, and scholarship production.
- **New advanced materials center receives federal award.** A Chicago-based, Northwestern-led consortium is the sole winner of a competition for a \$25 million grant from the National Institute of Standards and Technology to establish a center of excellence for advanced materials research. The Center for Hierarchical Materials Design will develop next-generation computational tools, databases, and experimental techniques to enable the design of novel materials, a primary goal of the Obama administration’s Materials Genome Initiative.
- **Clinical trial shows MS therapy safe and effective.** A phase-1 clinical trial of the first treatment to reset the immune system of multiple sclerosis patients showed the therapy is safe and effective. Developed by Stephen Miller, the Judy Gugenheim Research Professor of Microbiology-Immunology at the Feinberg School, the

treatment stops autoimmune responses, thereby reducing destruction of myelin, the insulating layer around nerves.

- **Center focuses on purchase behavior.**

The new Medill IMC Spiegel Digital and Database Research Center mines data to better understand the links between consumer digital engagement and purchase behavior. The center looks for patterns in consumers' social and mobile engagement to understand what it means to be engaged with a brand and to determine which marketing practices work best.

- **Communication to improve quality of healthcare.** The School of Communication has created a Center for Communication and Health to use education and research to improve the quality and safety of healthcare as patients experience it, to improve the health of populations, and to reduce the cost of care by applying interdisciplinary tools of the communication arts and sciences. The center is located on the Chicago campus.

- **Partnership graduates botany leaders.** Northwestern's partnership with the Chicago Botanic Garden is nurturing conservationists and plant biologists at a time when only a handful of US colleges still have botany programs. To date, the program has graduated

36 master's students who are now working in plant biology and conservation-related positions or pursuing PhDs. A PhD degree and an internship-based master's degree have been added since the program began in 2005.

- **Online global health degree offered.**

The first online Master of Science in Global Health Program, offered by the School of Continuing Studies in partnership with the Feinberg School's Center for Global Health, will start in fall 2014. Its multidisciplinary courses will emphasize both theory and practical skills in improving healthcare outcomes and systems, working effectively in challenging healthcare settings, navigating global regulatory issues, and evaluating results.

- **ISEN grows from initiative to institute.**

With a new name, the Institute for Sustainability and Energy at Northwestern adds the capacity to conduct its own collaborative research to its existing mission of curriculum development, outreach, and research seed funding. ISEN was launched as an initiative five years ago.

- **Contribution includes largest gift to law school.** Trustee and School of Law graduate Neil Bluhm and the Bluhm Family Charitable Foundation have given \$25 million to Northwestern to support the law school and other

areas, including Northwestern Medicine, the Bluhm Cardiovascular Institute at Northwestern Memorial Hospital, the Henry and Leigh Bienen School of Music, and the Holocaust Educational Foundation of Northwestern University. The law school's portion—\$15 million—is the school's biggest gift ever.

- **IBNAM renamed for donors.** The Institute for BioNanotechnology in Medicine has been renamed the Louis A. Simpson and Kimberly K. Querrey Institute for BioNanotechnology in Medicine. With this latest naming gift, the Querrey Simpson Charitable Foundation has given \$25 million to IBNAM and its regenerative nanomedicine center. IBNAM's innovative interdisciplinary research is focused on applying nanotechnology to repairing, replacing, and regenerating tissues and organs.
- **Alumna's career rising.** Soprano Amanda Majeski, a 2006 graduate of the Bienen School of Music, gave a "warm-up" recital at Lutkin Hall before her debut recital performance at Carnegie Hall in February. Majeski also appeared in Mozart's *La clemenza di Tito* at Lyric Opera of Chicago in March and will sing the lead role in Mieczyslaw Weinberg's *The Passenger* in the Lyric's 2014–15 season.
- **Initiative to advance big-data research and education.** A faculty leadership team has begun exploring University-wide interest in big-data research and related opportunities to enable students to be leading participants and faculty to spearhead new research directions. A spring 2013 Domain Dinner, "The Possibilities of Big Data," was among several recent activities that suggest strong faculty interest in catalyzing big-data research and education at Northwestern.
- **Winning night at the Emmys.** Three School of Communication alumni were honored at the 65th annual Emmy Awards: Julia Louis-Dreyfus took home her fourth Emmy as outstanding lead actress in a comedy series for her work in HBO's *Veep* (she has a record-setting 14 Emmy nominations in this category). Stephen Colbert's *The Colbert Report* won for outstanding variety series and for writing. Anna Gunn won for outstanding supporting actress in a drama series for her role in AMC's *Breaking Bad*. In addition, Alex Kotlowitz, senior lecturer in the Medill School of Journalism, Media, Integrated Marketing Communications and writer-in-residence at the Center for the Writing Arts, won for coproducing *The Interrupters*, a documentary about community peacemakers working with a Chicago antiviolence organization.

INTEGRATE learning and experience

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

WHAT WE'VE DONE

- **Incubator under construction.** In 2013, construction began on the Garage, a collaborative innovation laboratory on the Evanston campus. The 11,000-square-foot incubator is intended to encourage students from throughout the University to interact and develop their innovations.
- **Alumni startup is a winner.** In 2013, SiNode Systems, a clean-tech startup made up of graduates from Kellogg and the Robert R. McCormick School of Engineering and Applied Science, won the second annual US Department of Energy National Clean Energy Business Plan Competition in June, a business plan competition held by Rice University in August, and a Chicago Innovation Award in October. The company, which originated in a NUvention entrepreneurship course, is hoping for a 2015 launch of a lithium-ion cellphone battery that would charge 10 times faster and run 10 times longer than current batteries.
- **Design for America sees success.** Innovative products that originated in the Design for America initiative are being recognized. In 2013, SwipeSense, a startup whose product aims to reduce hospital-acquired infections by improving hand hygiene, was one of three finalists for *Wall Street Journal* Startup of the Year and won the Up-and-Comer Award at the Chicago Innovation Awards ceremony. At Fortune's Most Powerful Women Summit in October 2013, Hannah Chung won a pitch competition for Jerry the Bear, an educational toy for children with diabetes that she created with Aaron Horowitz and is marketed through their company, Sproutel. Both Chung and Horowitz are 2012 graduates of the McCormick School.
- **Engage Chicago adds law and advocacy choice.** The Center for Civic Engagement has added a law and advocacy concentration to its Engage Chicago summer program, an eight-week, two-credit combination of a weekly seminar and an internship in the city. Students learn how law and advocacy intersect with social change and community development.
- **McCormick Foundation gift supports many needs.** A \$15 million gift from the Robert R. McCormick Foundation will fund multiple initiatives, including undergraduate and graduate scholarships, an immersion journalism program focused on social justice, and advances in the field of reconstruction and restorative surgery for people wounded in combat.

- **Award supports undergraduate teaching improvements.** The new Alumnae of Northwestern University Award for Curriculum Development encourages innovative improvements in undergraduate teaching. Each \$12,500 award is intended to support development of course materials and modes of teaching, including online education, over the summer in preparation for the upcoming academic year.
- **Gift to improve legal education.** Alumnus J. Landis “Lanny” Martin and his wife, Sharon, have given the School of Law \$10 million toward implementing innovative strategies to improve legal education and the student experience. A Northwestern trustee, Martin has been a major donor to the University for more than 30 years.
- **Great response to first MOOCs.** More than 68,000 students from all over the world signed up in fall 2013 for Northwestern’s first three massive open online courses, provided free on Coursera’s digital platform. Topics were Google and the media, engineering’s unified systems, and the legal aspects of entrepreneurship.
- **McCormick improves student advising.** The McCormick School has improved undergraduate advising. A new online advising system facilitates better tracking of courses planned, taken, and needed. New McCormick students have close contact with a first-year adviser, and as sophomores they begin working with a faculty adviser in their major.
- **Engineering students keep otters happy.** As part of a partnership with Chicago’s Shedd Aquarium, students in the McCormick School’s Segal Design Institute created an enrichment experience to keep sea otters sharp and happy. When a trainer tosses a hollow ball stuffed with shrimp into the maze-like Plexiglas puzzle that the students designed, the otters have to slide the ball down the various levels to an opening at the bottom. The Big Ten Network’s *LiveBIG* featured the invention.

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.

WHAT WE'VE DONE

- **Wildcat Welcome expanded.** Wildcat Welcome 2013 added to its usual orientation offerings for new and transfer students, including the first “Purple Pride!” event at downtown Chicago’s Millennium Park. The event included such activities as ice-breakers, learning the Northwestern fight song, and practicing a class dance. Orientation continued throughout the school year for 500 students participating in a pilot Student Affairs program, IGNITE, designed to gradually acclimate them to Northwestern.
- **Diversity courses get a trial run.** Touted as examples of what a proposed University-wide diversity requirement would look like, several new courses examining social inequalities and diversities were offered by Weinberg College in spring 2014. Topics discussed included affirmative action in admissions, themed parties at Northwestern, learning from people who are marginalized, and gender diversity in social context.
- **Forum fosters postdoc community.** The new Northwestern University Postdoctoral Forum, which seeks to create a community among postdocs and to provide networking and social opportunities, has more than 200 members. Founded by a postdoc in partnership with the Graduate School, NUPS receives funding from the Office for Research and every school with a significant postdoctoral population.
- **Students go behind the scenes at Chicago museums.** As part of its new program NU in Chicago, the Center for Civic Engagement organized behind-the-scenes visits to Chicago museums in March. Students chose from the themes of Chicago history (Chicago History Museum and Chicago Cultural Center), sustainability (the Field Museum and the Peggy Notebaert Nature Museum), or art (the Museum of Contemporary Art Chicago and the Art Institute).
- **Aiming for \$3.75 billion in contributions.** As of April 30, the University has already raised \$1.56 billion from 89,347 donors to its \$3.75 billion campaign to fund the initiatives of its strategic plan. A University-wide, multiyear effort, “We Will. The Campaign for Northwestern” will benefit all of Northwestern’s schools, Northwestern Medicine, and a range of units and programs. Gifts will fund facilities, endowed professorships, student financial aid, laboratories, research, academic centers and institutes, academic programs, and global initiatives.

- **NAA offers students career-focused dinners with alumni.** Inspired by the “dinner with 12 strangers” concept, a Northwestern Alumni Association pilot program allowed 90 students to attend one of nine industry-focused dinners with alumni. The dinners, intended to build career connections, were hosted by alumni representing the fields of consulting, finance, law, corporate philanthropy, nonprofit management, and music.
- **Reunion sets multiple records.** Reunion Weekend 2013 set records for total attendance (17,081), donors (5,164), dollars raised (\$54 million), and alumni volunteer organizers (414). The Homecoming game against Ohio State was ABC’s National Game of the Week, and ESPN broadcast its *College GameDay* from the Evanston campus.
- **Alumni couple make unrestricted gift.** The University intends to use a \$40 million unrestricted gift from School of Law alumnus Mark Walter and Weinberg College alumna Kimbra Walter to support the Department of Athletics and Recreation and scholarships for law students. Construction of a lakefront athletics and recreation complex is among the goals of the University’s fundraising campaign.
- **Students promote mental health.** In school year 2013–14, a student mental health initiative called Free Your Mind offered suicide prevention training for new members of Greek organizations, First Friday yoga and mindfulness sessions in Norris University Center, Cookie Chats in residence halls during finals, and the new website, NUhelp.
- **Northwestern community connected online.** Our Northwestern, an exclusively Northwestern online social community, facilitates interactions between alumni, students, faculty, parents, and staff. Among its benefits, the new tool allows users to find classmates in the University directory, connect with Northwestern Alumni Association clubs, and join conversations about campus topics.

ENGAGE with the world

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

WHAT WE'VE DONE

- **Program prepares CPS students for college.** The Northwestern Academy, a new program of the School of Education and Social Policy and the city of Chicago, is designed to help low-income high school students from Chicago Public Schools prepare for and gain admittance to selective colleges and universities. Every year 50 CPS ninth-graders who qualified for but are not enrolled in CPS selective-enrollment schools will be invited to apply to the academy.
- **Nanomedicine Institute established.** The NTU-Northwestern Institute for Nanomedicine is being established by Nanyang Technological University in Singapore and Northwestern's International Institute for Nanotechnology. The multimillion-dollar research institute will facilitate global collaboration in researching diagnostics, therapeutics, and drug-delivery methods.
- **Portal boosts women scientists and engineers.** The Chicago Collaboration for Women in STEM professional development program, a joint initiative of Northwestern and the University of Chicago, has launched a research networking portal to give women scientists and engineers exposure within the Chicago-area research community. It aims to enhance the recruitment and advancement of women faculty in science, technology, engineering, and mathematics disciplines at the two universities and of women researchers at Argonne and Fermilab national laboratories.
- **Pilot project enrolls parents and children.** The Evanston Two-Generation Initiative will build on research by Lindsay Chase-Lansdale, associate provost and Frances Willard Professor of Human Development and Social Policy, that demonstrates the effectiveness of educating young children and their parents simultaneously. A collaboration of the Aspen Institute, the Evanston Community Foundation, and Northwestern, the pilot project is enrolling 15 families who have children in a local early-education program. It will help researchers better understand how to select parents suited for such a program and to serve them.
- **Kellogg partners with Peking University.** The Kellogg School has launched an Executive MBA Program with the Guanghua School of Management at Beijing's Peking

University. Kellogg now has executive MBA partnerships in Hong Kong, Israel, Germany, and Canada in addition to its programs in Chicago and Miami.

- **Course taught with School of the Art Institute.** In a course team-taught by faculty from both schools, students from Northwestern and the School of the Art Institute of Chicago turned large numerical data sets into pictures and objects to make them comprehensible to the average viewer. Room-size installations produced in the summer 2013 course were displayed on both SAIC's and Northwestern's campuses. Northwestern and SAIC will offer this collaborative course again in fall 2014.
- **Study abroad in Qatar offered.** Northwestern will offer journalism and communication students a study-abroad semester at its Qatar campus beginning in fall 2014. In addition to taking courses, selected students will participate in a seminar on the region and a funded weeklong visit to another Mideast country.
- **Global engagement opportunities expand.** The Global Engagement Studies Institute is expanding its service-learning opportunities. GESI is now offering a fall

quarter in India, the Dominican Republic, or Uganda in addition to its summer programs. Also, GESI has received a gift from Bonnie and Mike Daniels to fund full summer-program scholarships to allow underrepresented students to participate. Bonnie is a trustee, a graduate of Weinberg College, and chair of the WCAS Board of Visitors. Mike is a graduate of both the School of Communication and Weinberg College.

- **University to host Young African Leaders.** Northwestern has been chosen as a host institution for the Obama administration's Young African Leaders Initiative. For five summers the Program of African Studies, working with the Farley Center for Entrepreneurship and Innovation, will host 25 YALI fellows for a six-week program in entrepreneurship and business.
- **Undergrads enter Art Institute for free.** Undergraduates may enjoy free admission to the Art Institute of Chicago thanks to a gift from alumna Shirley Welsh Ryan. The University also provided undergraduates with free transportation from campus to the museum for the first "Northwestern Night" in January.

- **Middle Eastern audiences studied.**
A Northwestern University in Qatar and Doha Film Institute study of media use in six Middle Eastern countries found that audiences want both preservation of their own cultures and international content, and majorities support regulation of violent or romantic content. The first-of-its-kind study is expected to benefit industry programmers culturally and commercially.
- **Marketing expert joins administration.**
Mary Baglivo has become Northwestern's first vice president for global marketing and chief marketing officer. She brings to the job a background in marketing and advertising, including as chair and CEO for the Americas for Saatchi & Saatchi Worldwide and CEO of several leading communications agencies.
- **Gift supports scholarships for Chicagoans.** The bulk of a \$5 million gift from Northwestern trustee Michael Sacks and his wife, Cari, will be used to endow Northwestern scholarships for academically talented low-income Chicago Public Schools graduates. The scholarships will allow recipients to graduate from Northwestern without loans.
- **Clinical medicine operations combine.**
The Feinberg School, Northwestern Memorial HealthCare, Northwestern Medical Faculty Foundation, and Northwestern Memorial Physicians Group have integrated their clinical operations as Northwestern Medicine. Northwestern Medical Group, a new physician enterprise, facilitates coordination of teaching, research, and patient care.
- **NAA expands globally.** The Northwestern Alumni Association expanded its global outreach in 2013–14. It chartered clubs in Turkey and Hong Kong, and its clubs in Turkey and Korea hosted admitted student receptions. The NAA executive and associate directors also met with international alumni and leaders of existing clubs to discuss other potential club locations.

