

NORTHWESTERN WILL

Strategic Plan Progress Report
2011–2016

Northwestern



Dear members of the Northwestern community,

Approximately five years ago, Northwestern unveiled an ambitious strategic plan for the University, called **Northwestern Will**. That plan and the concurrent fundraising effort, *We Will. The Campaign for Northwestern*, have propelled the University forward. This update on the strategic plan highlights the significant successes that have already occurred across the University and identifies additional areas of emphasis for the future.

Key accomplishments have been achieved in each of the plan's four areas of concentration, or pillars: Discover, Integrate, Connect, and Engage. That's important, as it demonstrates the breadth and depth of the University's efforts. From hiring outstanding new faculty members and providing millions of dollars in student scholarship funds to constructing and renovating a number of buildings on all of its campuses, Northwestern is transforming itself in many ways. The impact already can be seen in a sharp increase in competitively awarded federal research funds to support Northwestern faculty in their path-breaking research efforts, record numbers of applicants for admission, additional academic opportunities for students at all levels, an expanding global presence, and increased national and international recognition of the accomplishments of Northwestern students and faculty, including a Nobel Prize for Sir Fraser Stoddart, the Board of Trustees Professor of Chemistry.

In addition, the *We Will* campaign already has crossed the \$3 billion mark on the way to its \$3.75 billion goal, well ahead of schedule. More than 123,000 alumni and friends of the University have contributed to this remarkable effort, which provides the necessary financial support to achieve the goals of the strategic plan.

To be sure, much remains to be done, and the strategic plan will continue to guide us. As we occasionally remind those around us, a university always remains a work in progress; you can never simply brush off your hands and declare the job done. But thanks to extraordinary progress to date, and with the continued commitment of the members of the Northwestern community, we're confident that the University will accelerate its success and achieve its ambitious goals. The past five years have been a great run; we look forward to what's ahead.

Sincerely,

Morton Schapiro
President and professor

Daniel Linzer
Provost and professor



Nobel Prize winner Sir Fraser Stoddart and his research group celebrate at the Weber Arch.

DISCOVERING CREATIVE SOLUTIONS

Northwestern continues to foster impactful research and problem-solving innovations that improve lives, communities, and the world at large. Growth in key strategic areas such as biomedical research and nanoscience, coupled with increased focus on creative work and interdisciplinary research in the social sciences and humanities, positions Northwestern to pursue unique opportunities for discovery in the years to come.

LEADING IN NANOSCIENCE

Significant investments and new infrastructure ensure that Northwestern will continue to be at the forefront of nanoscience research in the years to come. **The Simpson Querrey Institute for BioNanotechnology**, endowed in 2014 to expand the research of the previously established Simpson Querrey Center for Regenerative Nanomedicine, draws clinicians, scientists, and engineers from across Northwestern to apply nanotechnology to repair, replace, and regenerate tissues and organs. Northwestern also received a five-year, \$11.7 million grant from the National Cancer Institute to use nanotechnology to develop next-generation cancer treatments. The new Northwestern University **Center for Cancer Nanotechnology Excellence** will use nucleic-acid-based nanoconstructs called spherical nucleic acids to gain access to intracellular environments, discover new aspects of cancer biology, and create effective treatment options for brain and prostate cancers.

In addition, two new centers have been established within Northwestern's **International Institute of Nanotechnology**. In 2015, IIN was awarded a five-year, \$9.8 million US Air Force Center of Excellence grant to establish the Center of Excellence for Advanced Bioprogrammable Nanomaterials. The only one of its kind in the country, the center will design advanced bioprogrammable nanomaterials to be deployed in the areas of energy, the environment, security, and defense, and to develop ways to monitor and mitigate human stress. In addition, IIN is establishing an interdisciplinary research center that will use advances in nanotechnology to develop new cancer treatments. The Ronald and JoAnne Willens Center for Nano Oncology will allow Northwestern scientists to develop nanotechnology-based therapeutics with substantial benefits over existing treatments and will advance Northwestern's position as a world leader in nanoscience.

AT A GLANCE

27% growth in sponsored research award funding since 2011, reaching nearly \$650 million in 2016

20 new computer science faculty to be hired over the next few years

3rd Nobel Prize for a Northwestern faculty member awarded to Sir Fraser Stoddart, Board of Trustees Professor of Chemistry

600,000-square-foot Louis A. Simpson and Kimberly K. Querrey Biomedical Research Center to be completed in late 2018

27 faculty members elected to the American Academy of Arts and Sciences since 2011

EXPANDING BIOMEDICAL RESEARCH AND INFRASTRUCTURE

The University's strength in biomedical research continues to build through robust investment in research infrastructure, including construction of new laboratory spaces, and support for knowledge translation and commercialization.

New research centers and academic partnerships have helped accelerate biomedical research across the University over the last five years.

- In 2013, Northwestern consolidated the clinical practices of its medical school faculty with the organization of its chief hospital affiliate, Northwestern Memorial HealthCare. Cooperatively uniting these clinical enterprises under **Northwestern Medicine** has allowed for an increased and reliable flow of resources to support bold new endeavors in research, education, and patient care.
- The **Les Turner ALS Research and Patient Center** was established in 2014 at Northwestern Medicine to accelerate research and advance patient care in amyotrophic lateral sclerosis (Lou Gehrig's disease), a fatal neurodegenerative disease.
- The **Center for Synthetic Biology** was launched in 2016, making Northwestern one of the field's top US destinations for research and education. Synthetic biology uses tools and concepts from physics, engineering, and computer science to build new biological systems to generate useful products efficiently.
- In collaboration with four other institutions, Northwestern received \$4.3 million in fiscal year 2016 from the National Institutes of Health to help launch the **Cohort Program of President Obama's Precision Medicine Initiative**. The landmark longitudinal research effort aims to engage at least one million US participants to improve disease prevention and treatment measures based on individual differences in lifestyle, environment, and genetics.

Such support and infrastructure investments have helped Northwestern scientists **discover new ways to identify and treat disease**. For example, in the past year, Feinberg School of Medicine researchers have shown that HIV still replicates in lymphoid tissue even when the virus is undetectable in the blood of patients taking antiretroviral drugs. The researchers believe the discovery may be "a path to a cure." Further, scientists developed an RNA editing technique called exon skipping that has shown preliminary success in treating a rare form of severe muscular dystrophy. Researchers also discovered that reprogrammed stem cells can be used to identify cancer patients who are likely to experience a dangerous heart-related side effect of a common chemotherapy drug.

In addition, the University's **commitment to biomedical translation** facilitates the conversion of research discoveries into commercialized products. Through increased support services and guidance on translation matters, Northwestern has increased the number of startups in biomedicine. In fiscal year 2016, biomedical startups raised more than \$110 million, and collectively these companies have more than half a dozen Northwestern-developed drug products in clinical trials. Biopharmaceutical startup Naurex, developer of a leading treatment for depression, was sold in 2015 for \$1.3 billion.

Equity earnings to Northwestern were used to create the N.XT Fund, a resource designed to support faculty translational projects. Further, with the \$27.2 million Clinical and Translational Science Award it received in 2015, Northwestern University Clinical and Translational Sciences Institute began a new phase of funding that will speed the delivery of promising treatments from Northwestern research labs to the patients who need them.

PROMOTING A RESEARCH FOCUS ON EQUALITY

Several new efforts have focused on research and related policies that affect underserved and minority communities.

- Founded in 2015, the **Institute of Sexual and Gender Minority Health and Wellbeing** is the first university-wide institute in the country focused exclusively on research to improve the health of the sexual and gender minority community. The institute connects scholars from numerous disciplines with the SGM community to forge collaborations and stimulate innovative research to improve SGM health and wellbeing.
- The **Women's Health Research Institute** at Northwestern was instrumental in the development of new National Institutes of Health and Food and Drug Administration policies to include women in basic science and clinical research studies. The guidelines, which went into effect in early 2016, instruct scientists to account for the possible role of sex as a biological variable in animal and clinical studies and to factor sex into research designs, analyses, and reporting.
- A five-year, \$17.4 million grant from the National Cancer Institute is helping Northwestern and two other local universities create the **Chicago Cancer Health Equity Collaborative**. ChicagoCHEC will work with many of the city's underserved communities to cultivate meaningful cancer research, education, training, and outreach.

INCREASING KNOWLEDGE: SPOTLIGHT ON ASTROPHYSICS

Northwestern has made tremendous progress in astronomy research and education over the past decade. In 2016, scientists from Northwestern and other institutions observed ripples in the fabric of space-time called **gravitational waves**, arriving at the earth from a cataclysmic event in the distant universe. This discovery confirms a major prediction of Albert Einstein's 1915 general theory of relativity and opens an unprecedented new window onto the cosmos. Physicists have concluded that the detected gravitational waves were produced during the final fraction of a second of the merger of two black holes to produce a single, more massive spinning black hole. This collision of two black holes had been predicted but never observed.

To build on this and other recent progress in astronomy research, Northwestern created a new astronomy PhD program in 2016 to broaden pathways for higher-level learning. Additionally, Northwestern will recruit four new faculty members in astronomy and astrophysics in the coming years to further promote research excellence in this area.

BUILDING ON INTERDISCIPLINARY STRENGTHS IN SOCIAL SCIENCES AND HUMANITIES

Northwestern's encouragement of and support for interdisciplinary research has resulted in many exciting collaborations and research opportunities that cross academic spaces.

- Launched in 2013, Northwestern's **Innovations in Developmental Sciences** (DevSci) initiative motivates research and training across the human lifespan to engender a healthier population, beginning even before birth. The initiative has inspired an interdisciplinary biomedical-social sciences collaborative of over 125 faculty—from the Weinberg College of Arts and Sciences, Feinberg School of Medicine, School of Education and Social Policy, and School of Communication, as well as numerous programs and institutes—whose mission is to optimize children's health within diverse family, community, and population contexts. DevSci focuses on preventable early-life adverse mechanisms that profoundly shape life-course health and disease outcomes and is working with the University to expand into a new research center in the developmental sciences.
- The Kellogg School of Management launched the **Trust Project**, an initiative designed to create a unique body of knowledge about trust by connecting scholars and executives from diverse backgrounds to share ideas and research. The project emphasizes the vital importance of understanding and exploring trust as technology and globalization erase boundaries between people, organizations, and markets.
- Northwestern faculty from several schools and centers are conducting pioneering research to study the **impact of education**, from preschool through higher education, on challenging social structures. For example, scholars from the Institute for Policy Research, School of Education and Social Policy, and Kellogg School of Management are collaborating to understand the role that family plays in determining children's future success and the interaction of schools and other institutions in reinforcing or disrupting these relationships.
- The **Middle East and North African Studies Program**, now in its third full year, continues to enjoy extraordinary growth. From its beginnings as a faculty working group in 2007, this interdisciplinary program in the Weinberg College of Arts and Sciences has grown to become a nationally recognized leader in its field, offering an interdisciplinary undergraduate major and minor and a graduate certificate program, hosting international conferences, offering weekly public programming, and cosponsoring events with departments and programs across Northwestern to engage a wide range of disciplinary communities.

SUPPORTING THE CREATIVE ARTS THROUGH ENHANCED PERFORMANCE SPACE

The Patrick G. and Shirley W. Ryan Center for the Musical Arts, which opened in 2015, provides a new, architecturally striking home for the Bienen School of Music and the theatre and performance studies departments and administrative offices of the School of Communication. To support superior musical training and the study and making of music, the new building includes classrooms, rehearsal spaces, and teaching studios. State-of-the-art performance venues such as the Mary B. Galvin Recital Hall, which features optimal acoustics and a 50-foot glass wall offering views of Lake Michigan and the

Chicago skyline, maximize the impact of performances and broaden their audiences. This transformational building highlights the important role of music and performance in society and in the work of the University; its majesty symbolizes Northwestern's storied reputation in the arts and ensures commitment to artistic innovation in the coming decades.

INCREASING FOCUS ON DATA SCIENCE IN RESEARCH AND LEARNING

Interest in big data has soared in recent years as technology has improved data storage and analysis capabilities. At Northwestern, data science is transforming how faculty are doing research and how students are learning. For example, through Northwestern Medicine's Enterprise Data Warehouse, data science is changing biomedical research at the medical school. With 8.4 million unique patient records, the warehouse is one of the leading and most **mature depositories of research and clinical data** in the country. Use of the warehouse, which has soared 250 percent since 2011 and has supported 858 research projects over the last four years, is propelling important discoveries in rare and common diseases and speeding the translation of those findings into new treatments and individualized patient care.

Further, several schools and programs are providing more **opportunities for data science learning** to align with increasing student interest. The Kellogg School of Management established a new program on data analytics and has also almost doubled its data analytics class offerings from 30 in fall 2012 to 58 in spring 2016. Enrollment in these classes has risen by 93 percent over the past five years. The Northwestern Institute on Complex Systems is also helping to train students in the basics of computer science. Last year, 230 students and postdoctoral fellows from 10 Northwestern schools attended a programming boot camp, which has now evolved into a one-credit class for undergraduates. To put this new knowledge to use, the Garage, Northwestern's new-ideas incubator for student entrepreneurs, offers students the opportunity to develop their data programming skills and find entrepreneurial collaborators.

With student demand and research opportunities in computer science skyrocketing, Northwestern has committed significant resources to **expand the field in the coming years**. The University will add 20 faculty positions, with a focus on interdisciplinary research; half of the new faculty appointments will be in core computer science areas, and half will be structured as collaborative "CS+X" appointments with other disciplines. The University is making initial investments in advance of fundraising to support the overall effort, which is expected to exceed \$150 million.

ENHANCING FACULTY PREEMINENCE

The research impact of Northwestern's distinguished faculty members, evident through their scholarship and scientific discoveries, can also be measured by individual faculty accomplishments. Over the past five years, dozens of faculty members received membership in prestigious national academies and societies. Since 2011, 38 faculty members have been elected to the American Academy of Arts and Sciences and the National Academies of Medicine, Engineering, Sciences, and Education. Northwestern faculty members have also received numerous international and national awards from leading grant and fellowship programs in the arts, humanities, sciences, engineering, and health. For example, 17 faculty members received the National Science Foundation CAREER Award from 2012 to 2015.



Design for America participants collaborate at the Garage.

INTEGRATING LEARNING AND EXPERIENCE

Over the past five years, Northwestern has made impressive strides in integrating classroom learning with real-world experiences. From curricular innovations to new and reconceived facilities, students now enjoy an abundance of new opportunities for experiential learning.

STRENGTHENING THE UNDERGRADUATE ACADEMIC EXPERIENCE

Since 2011 Northwestern has carried out a number of key initiatives to strengthen the undergraduate academic experience. In 2015 a task force of faculty, students, and administrators made **significant recommendations in this area**, addressing such issues as degree and workload requirements, academic advising, and the academic calendar. Meaningful progress has already been made since the task force issued its recommendations in January 2016: The undergraduate schools are collaborating to launch a new advising platform to help coordinate interactions among student advisers, and the School of Communication has reduced the number of credits required to graduate.

Research opportunities for undergraduates over the last several years have soared, with Northwestern granting over \$2 million last year. Specifically, annual grant funding from the Office of Undergraduate Research has increased from approximately \$500,000 in 2012–13, when the office was created, to more than \$1.175 million in 2015–16. Last year's grants supported nearly 500 student research projects, ranging from language immersion and conference travel to academic year and summer research.

Several **new and updated academic facilities** now allow students in the arts and humanities to work in state-of-the-art spaces, including the recently opened Ryan Center for the Musical Arts, new home of the Bienen School of Music as well as faculty and administrative offices for the School of Communication; the completely modernized Kresge Centennial Hall for the Weinberg College of Arts and Sciences; and the School of Communication's renovated Josephine Louis Theater and other areas in the Virginia Wadsworth Wirtz Center for the Performing Arts, which have added approximately 8,000 square feet of production, teaching, and audience space.

AT A GLANCE

3 new or renovated academic buildings for arts and humanities completed in the last five years

\$2 million+ in undergraduate research grants in 2016

750,000+ participants in Northwestern MOOCs since launch in 2013

\$4 million venture capital fund established to accelerate student startups

10th-most innovative university in the world, according to Reuters

As the University continues to strengthen the undergraduate academic experience, it has begun to attract **greater numbers of applicants and more talented students** each year. From fall 2011 to fall 2016, the number of applications increased 14 percent, from 30,905 to 35,100, and Northwestern's undergraduate admission rate fell from 18 percent to 11 percent. Further, a higher percentage of current students, compared to students five years ago, indicated that Northwestern was their top choice when applying to college: 71 percent of the incoming class had Northwestern as their top choice versus 60 percent in fall 2011.

DEVELOPING LEARNING SPACES TO FUEL COLLABORATION AND ENTREPRENEURSHIP

Several new spaces provide greater opportunities for students to collaborate and innovate, both in and outside the classroom.

- In 2015, Northwestern opened **the Garage**, an incubator that brings students together from across schools to turn innovative ideas into startup companies. Philanthropic gifts established the NUseeds Fund in 2016 to accelerate the successful launch of student startups and innovations arising from work at the Garage.
- **Libraries** are undergoing changes to facilitate individual and group student work. Extensive renovations to the Seeley G. Mudd Library for Science and Engineering, while greatly expanding research space for science and engineering, are also enlarging and reconfiguring the second floor to provide collaborative student resources—study rooms, open study space, and teaching and research consultation space. University Library's former first-floor reference reading room has been reconceived as 1South, a flexible study area offering a variety of individual and group spaces.
- Flexible learning spaces in the renovated Kresge Hall, modern classrooms and common spaces in the Kellogg School of Management's new Global Hub, new performance and classroom spaces in Shepard Hall, and **improved learning spaces** in other renovated residential buildings promote cross-functional connections and collaborations.

ENHANCING EDUCATION THROUGH DIGITAL LEARNING

Northwestern has engaged significantly in innovative teaching and learning approaches over the last five years, paralleling notable developments in the broader online and digital learning landscape. In 2012 Provost Daniel Linzer formed the Faculty Distance Learning Workgroup to explore online and digital learning, pedagogical, and curricular issues and to contribute to course and program assessment. The workgroup has also helped ensure that the core teaching, research, and service missions of the University remain at the center of all online and digital learning initiatives. By 2016 the workgroup had overseen the successful launch of 13 massive open online courses and three specializations (series of five to six MOOCs) on topics from environmental impact analysis to the Talmud and from reproductive health to Google and the media.

In early 2016 a digital learning website was created to showcase the many innovative ideas emerging from Northwestern classrooms, to build community and dialogue among instructors, and to promote opportunities to explore digital tools and learning analytics. Coupled with these efforts, University Libraries have continued to focus on digitization projects to open a growing body of research and material to the entire online community. Campus-wide engagement in digital learning in the past five years has positioned Northwestern well to meet the challenges of an increasingly digital world.

PURSUING CURRICULAR INNOVATION

Across the University, schools and programs are developing innovative curricula to explore complex questions and real-world problems. In recognition of these and other developments, Reuters named Northwestern the 10th-most innovative university in the world in 2016.

- Over the past five years, the School of Communication has developed a **modular curriculum**, organizing clusters of related courses in areas of study that cut across departmental disciplines.
- The Kellogg School of Management has developed a curriculum focused specifically on the growth and scale of **small- and middle-market businesses**.
- The Northwestern Pritzker School of Law's new Innovation Lab will focus on the **legal, business, and technical knowledge** crucial to the innovation process, giving students the opportunity to put that knowledge to work designing commercial products that solve legal problems.
- The Segal Design Institute's innovative Design Thinking and Communication course, required for all first-year students in the McCormick School of Engineering and Applied Science, immediately puts new undergraduates to work on **real-world design problems**.
- Over the past five years, the University has launched several **interdisciplinary master's programs**. These innovative programs include the MS degree in law, combining law with STEM fields; the MS in health communication, applying communication studies to important problems in healthcare; the MS in global health, a partnership between the Feinberg School of Medicine and the School of Professional Studies; and the MS in management studies (Russell Fellows Program), providing foundational business skills to recent liberal arts and sciences graduates.



Members of the Class of 2020 enjoy a breakout session with their peer advisor during Wildcat Welcome.

CONNECTING WITH THE COMMUNITY

Coupled with Northwestern's commitment to excellent teaching and innovative research is the University's aim for its students to grow personally and intellectually in a diverse academic community. Over the last five years, Northwestern has expanded efforts to increase access and create opportunities to build connections across all three campuses and with surrounding communities. This focus on strengthening the diversity and inclusiveness of its community will continue in the years ahead.

INCREASING AID AND SUPPORT FOR LOW-INCOME AND FIRST-GENERATION STUDENTS

The University has made substantial efforts over the last two years toward its commitment to **increase access** for qualified students regardless of economic background, including a focus on students eligible for support under the Federal Pell Grant Program. In 2016 Northwestern eliminated loans for incoming undergraduates, funded scholarships for undocumented students who graduate from US high schools, and capped loan amounts for current undergraduate students. Northwestern has also boosted assistance for graduate and professional students and is committed to supporting these students in years to come. For example, the Feinberg School of Medicine's goal to provide full-tuition support to every student is supported by the recent commitment to endow the Earl and Lovie Beard Scholarship Fund.

Beyond financial aid, Northwestern has **increased support services** to first-generation and low-socioeconomic-status students through the 2014 establishment of the Student Enrichment Services office in the Division of Student Affairs. The office works to ensure that all students have the same experiential opportunities at Northwestern.

DEVELOPING NEW SPACES TO FOSTER STUDENT COMMUNITY

Northwestern is committed to providing campus facilities—from renovated living spaces to a new University Commons—that support students, faculty, and staff in building connections and creating community. The University is scheduled to complete a new residence hall at 560 Lincoln in 2017, the first new construction project in a 10-year, \$500 million **master housing plan** designed to improve

AT A GLANCE

55% increase in financial aid over the last five years to approximately \$160 million in 2016–17

2,100 incoming graduate and undergraduate international students—the most in Northwestern history—from over 100 countries

18% of incoming students eligible for Pell Grants, up from 14% in 2011, with a goal of 20% by 2020

\$2 million of a planned \$5 million over five years donated to the City of Evanston to support city services and programs

170,000-square-foot Segal Visitors Center open since 2014

the student living experience on campus. New renovations have been completed on three residence halls—1838 Chicago, Shepard Hall, and Goodrich House Residence Hall—that reopened in fall 2016, providing updated living space and new engagement and study spaces. The master housing plan includes multiple building renovations and the construction of five new residence halls, in conjunction with a two-year on-campus housing requirement for students that begins in 2017.

The University is also investing in the construction and renovation of several **athletics facilities** that will provide support, training, and developmental space for student athletes. The new Ryan Fieldhouse—the indoor practice facility for football, lacrosse, and men’s and women’s soccer—will include Wilson Field, a full-sized indoor athletic field, as well as strength and conditioning space for Olympic sports teams and seating to accommodate large campus events. The Walter Athletics Center will serve as the new operational home for athletics, offering dedicated academic support, student development and nutrition space, coaches’ offices, and football and administrative headquarters. Further, Lanny and Sharon Martin Stadium, home to Northwestern lacrosse and soccer, underwent significant renovations in 2016, and a complete renovation of Welsh-Ryan Arena, home to Northwestern basketball, volleyball, and wrestling, will begin in 2017. Ryan Fieldhouse, Wilson Field, the Walter Athletics Center, and Welsh-Ryan Arena will be completed in 2018.

In 2016 plans were announced for a **new University Commons**—a welcoming and dynamic facility to replace Norris University Center and serve as an epicenter for building community. Proposals for the new facility include an open structure to provide greater accessibility, a larger multipurpose room, an auditorium, a black box theater, and indoor and outdoor spaces for collaboration, study, and relaxation. The resulting proposed structure is to include 21 percent more usable space than Norris University Center currently has.

CONTINUING THE FOCUS ON DIVERSITY AND INCLUSION INITIATIVES

Reaffirming its commitment to diversity and inclusion, Northwestern has pledged to continue exploring ways to create a **more equitable and inclusive environment** for all members of its community. A key component of this strategy is to increase the racial/ethnic and socioeconomic diversity of the student body, as is reflected in this fall’s largest-ever incoming class of international students. The class of 2020 also has the largest proportion of minority students and the highest percentage of Pell Grant-eligible students in University history.

- Jabbar R. Bennett was hired in 2015 as the University’s first **associate provost for diversity and inclusion**. Bennett chairs Northwestern’s Diversity Council and leads efforts to create a diverse, inclusive, and welcoming environment for all members of the University community.
- In an ongoing effort to **foster and recognize faculty excellence** in this area, Provost Daniel Linzer established two funding programs for individuals or groups who work collaboratively to build a more diverse and inclusive climate at Northwestern.

- The University is partnering with the University of Pennsylvania as one of five research institutions in a program to **increase the number of Latina and Latino professors** in the humanities.
- Sixteen percent of fall 2016’s **entering doctoral cohort** in the Graduate School are under-represented minority students—an unprecedented high for Northwestern.
- Several undergraduate schools have undertaken curriculum initiatives that recognize the **value of discourse on diversity issues**. The Medill School of Journalism, Media, Integrated Marketing Communications and the School of Education and Social Policy formally adopted new diversity course requirements. The Weinberg College of Arts and Sciences created a program for faculty to create, teach, and assess new courses on inequality and diversity; through this program, the College now has 16 such courses.

EXPANDING STUDENT ACCESS AND PUBLIC-INTEREST INITIATIVES THROUGH PRITZKER GIFT

In 2015, J. B. and M. K. Pritzker made a \$100 million gift that will significantly advance the mission and vision of the law school. The 157-year-old school is now the Northwestern Pritzker School of Law, and this unprecedented gift funds nine initiatives. The Pritzker gift will allow the best students, no matter what their socioeconomic background, to attend Northwestern. As another part of this gift, the law school launched in 2016 the new Public Interest Center, which will house the school’s **growing array of public-interest offerings** and work in tandem with the Bluhm Legal Clinic. The center brings strategic leadership of important public-interest activities under a single umbrella, enhancing Northwestern’s strong commitment to a public-service ethic. The center supports the school’s efforts to promote the advancement of social justice and prepare students for public-interest careers and pro bono work.

ESTABLISHING A DISTINCTIVE BRAND IDENTITY

The Office of Global Marketing was established in 2013 to develop a distinctive, compelling, and cohesive brand position for Northwestern. The Global Marketing team initiated an in-depth discovery program that highlighted the University’s greatest strengths: its depth and breadth of academic offerings and experiences, multidimensionality, collaboration, and innovation that leads to impact. These findings helped Northwestern develop a brand position as well as a creative platform that features the themes “Take a Northwestern Direction” and “And Is in Our DNA.”

The strategic brand position has allowed schools and departments across the University to **more effectively and ambitiously communicate** research, faculty, student, and alumni accomplishments through a common storytelling lens. In the past year, key marketing initiatives have led to numerous innovations, including a visual identity system; website redesign; social media enhancements; new spaces and platforms, such as the Segal Visitors Center’s interactive touchscreen display featuring alumni stories; and a more cohesive University voice.



A performance on the Northwestern Arts Circle was part of the yearlong celebration of the opening of the Ryan Center for the Musical Arts.

ENGAGING WITH THE WORLD

Over the past five years, Northwestern has heightened its impact on the world by augmenting global research and education activities and expanding partnerships both locally and globally. These strides have been enhanced through the establishment of new infrastructure and resources and will be furthered in the coming years by the University's new global engagement strategy. Recent investments in and ongoing prioritization of global engagement will ensure Northwestern's position as a global leader.

DEEPENING ENGAGEMENT THROUGH PHYSICAL SPACES

Northwestern has invested in several new spaces to promote mutually beneficial engagement among students, faculty, and staff and the University's global, national, and local communities. Under construction for nearly four years, the new lakefront home of the Kellogg School of Management is scheduled to open this academic year. The **state-of-the-art Global Hub** will address the needs of 21st-century business students, serving as the locus of a global learning experience that is foundational at Kellogg. The school's commitment to collaborative business practice is reflected throughout the building, with open and inviting spaces that foster community and the sharing of ideas. The Global Hub's ambitious design and advanced technology will transform how students and educators teach, learn, and engage with one another. As the heart of a growing global network of campuses and exchange programs, the new facility will strengthen Kellogg's and Northwestern's global presence for years to come.

Northwestern San Francisco, located in the heart of the city's financial district, provides a new educational space for students as well as a new regional Alumni Relations and Development office. The satellite campus will allow students to learn from and contribute to the Bay Area's entrepreneurial culture. In 2017, two dozen Northwestern journalism and engineering undergraduates will spend winter quarter as participants in the first Bay Area Immersion Experience, and Kellogg's Levy Institute for Entrepreneurial Practice will offer an immersion program for students interested in innovation, entrepreneurship,

AT A GLANCE

120 student recipients of Fulbright grants since 2011

1,000+ community members in attendance at the 2016 Arts Circle celebration

27,000+ potential California alumni visitors to new West Coast regional office and satellite campus in San Francisco

3,700+ undergraduates on study abroad programs since 2011

410,000-square-foot Global Hub, Kellogg's new home, to open this academic year

and/or venture capital. The West Coast regional office for Alumni Relations and Development opened in 2015 and provides a resource and meeting space for alumni, current and prospective students and their families, and other members of the University community living on the West Coast.

Northwestern's Arts Circle debuted last year as a central node of campus and community engagement with the arts. Within a neighborhood of theaters, galleries, and concert halls along Lake Michigan's shore on the southeast end of the Evanston campus, the newly opened Ryan Center for the Musical Arts is the hub of the Arts Circle. Touted as both a concept and a destination, the Arts Circle makes it easier than ever—for students, faculty, staff, alumni, patrons, and the broader community alike—to experience the world-class exhibitions and performances that fill Northwestern's Block Museum of Art, Wirtz Center for the Performing Arts, and Ryan Center, among others. The University celebrated the Arts Circle last June with an extraordinary day of festivities that drew an estimated crowd of over 1,000 to the Evanston campus.

NURTURING STUDENTS' GLOBAL EXPERIENCES

The University is committed to ensuring that its students have extensive and diverse opportunities to engage globally. To that end, Northwestern offers an array of programs and provides support for study abroad opportunities. For example:

- To prepare its students for the ever-expanding marketplace, the Kellogg School of Management has focused on providing **global business education** in the classroom, immersive global research opportunities, and internationally focused clubs. A record 95 percent of Kellogg students participated in various immersion opportunities last year, including the school's Global Initiatives in Management program, MBA Exchange Program, and project-based courses in which students partner with global corporations.
- The Medill School of Journalism, Media, Integrated Marketing Communications has put **experiential learning and global programming** at the heart of the student experience. This preparation is especially critical for journalists and marketing professionals to be able to communicate and understand cultures around the world. Nearly 50 percent of Medill undergraduates study abroad for a quarter or more, and dozens of students take advantage of Medill's faculty-led, short-term global experiences, which are subsidized for those who need financial support. In addition, almost 50 percent of journalism and integrated marketing communications master's students traveled on Medill's global programs last year.
- The new Global Public Interest Fellowship Program, made possible by the recent \$100 million gift of J. B. and M. K. Pritzker, will allow Northwestern Pritzker School of Law students to receive **internal funding for global experiences**, starting in 2017. The program will fund up to six JD students' work abroad each summer with overseas organizations active on legal issues.

- Northwestern's institutional partnership with Sciences Po in Paris offers an **exchange program** targeted to students in the social sciences and humanities. Undergraduates enroll directly at Sciences Po, one of the highest-ranked institutions in the world for politics and international studies, and take classes with both local and other international students. The success of this partnership, which has expanded into multiple student and faculty exchanges, was recognized by the Institute of International Education in 2016, and Northwestern was among nine winners of the Andrew Heiskell Awards for Innovation in International Education.
- **Fellowships**, such as those awarded by the highly respected Fulbright US Student Award Program, provide another opportunity for students to engage with the world. Northwestern has been among the Fulbright Program's top winner-producing institutions for over a decade; in 2015–16 alone, 19 students were awarded Fulbright grants.

ESTABLISHING THE BUFFETT INSTITUTE FOR GLOBAL STUDIES

The Roberta Buffett Institute for Global Studies, endowed in 2015, has been rapidly expanding its research groups, funding, and activities. Progress includes the development of three faculty research groups to build new intellectual communities, undertake innovative academic programming, and partner with other academic units to recruit leading researchers, including a developmental economics scholar.

EXPANDING GLOBAL OUTREACH TO POSITIVELY IMPACT THE WORLD

Northwestern continues to promote and explore activities and partnerships that provide opportunities for students, faculty, and staff to positively change the world. Development of a new global engagement strategy will further expand the University's global reach.

- Formed in 2015 and further catalyzed by the launch of the Buffett Institute for Global Studies, the University's Global Strategy Task Force has recently defined a **global engagement strategy** for Northwestern. The strategy outlines how, in the coming decade, Northwestern can recruit more of the world's most talented faculty and students, prepare current students to work in a global economy, and build a more diverse, inclusive community. The task force's 2016 report also establishes a set of guiding principles for the University's global vision and proposes global themes for future investment and study.
- Multiple gifts from Chris Combe in recent years have supported Northwestern global initiatives. One recent gift to the Northwestern Pritzker School of Law provides programmatic support for the **Access to Health Project**. This initiative brings together students and faculty from Pritzker, the Feinberg School of Medicine, and the Kellogg School of Management to conduct needs assessments and implement sustainable, capacity-building interventions with communities around the world. In addition, Combe endowed the

Youn Impact Scholars program in 2013. Named for Kellogg alumnus and One Acre Fund founder Andrew Youn, this program provides opportunities for Kellogg students and alumni to apply business skills to positively change the world, such as developing innovative microfinancing models to tackle global poverty.

- Through a recent extension of its agreement with the Qatar Foundation, Northwestern University in Qatar will continue to offer journalism and communication programs through academic year 2027–28. The vision of NU-Q, which was established in 2008 and enrolls students from the Persian Gulf region and around the world, is for journalists and media professionals who have studied at the University to bring the story of the Middle East to the wider world and to **influence the political, cultural, and social life** of the countries where they work. Later this academic year, the school will occupy a new state-of-the-art building spanning some 515,000 square feet in Doha’s Education City.
- In partnership with the Northwestern Pritzker School of Law, Hamad bin Khalifa University opened a graduate-level **law school in Doha, Qatar**, the first in the region to offer a three-year JD program. The program emphasizes structural linkages among students, faculty, employers, and the larger community to build sustainable intellectual, legal, and business practices to support growth throughout the Middle East.

CELEBRATING LOCAL PARTNERSHIPS AND PROGRAMS

Northwestern is committed to strengthening its impact for the greater good, not only around the world but in its local communities. The University has supported several key initiatives to engage with and support Evanston and Chicago residents, including high school students.

- In 2015 Northwestern committed to **donating \$1 million annually** for five years to the City of Evanston in support of the community. Each year, the mayor and University president jointly decide how to allocate the funds among selected city services and programs. The first \$2 million in donations helped support the city’s fire department, fund improvements to Sheridan Road, and enhance programming for at-risk youth, among other efforts.
- To help **expand the local job force**, the University hires six Evanston residents annually for a year of paid training in its Facilities Management division through a recently established skilled-trades training program. At the end of each program, trainees are either hired for full-time jobs at the University or have a year’s worth of experience that will help them find jobs elsewhere.
- The School of Professional Studies has met an emerging interest and need for coding experience within the local community by introducing a 24-week coding boot camp to **prepare students**—a majority of whom already work in related fields—for tens of thousands of job openings. Coding students also receive career planning services, portfolio review, recruiting assistance, and extensive staff support.

- Through generous support from The Bernard Osher Foundation, the School of Professional Studies is also creating **new academic programs** and providing technological enhancements for the Osher Lifelong Learning Institute at Northwestern, a vibrant program with more than 1,000 members from a wide variety of backgrounds.
- Under the newly established Chicago Star Scholars Initiative with City Colleges of Chicago, Northwestern offers **annual scholarships** of up to \$50,000 to City Colleges of Chicago undergraduate students who transfer to Northwestern, providing financial assistance to the students for two years.
- The University has also expanded its efforts to **support Evanston and Chicago Public School students and graduates**. The Northwestern Academy helps CPS students prepare for and gain admittance to selective colleges and universities, and the Good Neighbor, Great University program provides need-based financial aid for graduates of Chicago and Evanston public high schools. Northwestern has also doubled enrollment from the Evanston and Chicago public school systems from 69 in fall 2011 to 141 in fall 2016.

CONTRIBUTING TO THE FUTURE THROUGH SUSTAINABILITY AND CLIMATE CHANGE RESEARCH

Northwestern faculty positively impact the global community in many ways, including through national and international partnerships and research discoveries. Examples of such contributions include recent sustainability efforts and climate change research breakthroughs. An interdisciplinary team of Northwestern researchers has become the first in the world to provide **a quantitative global index** of the world’s coral species’ susceptibility to bleaching. This index will help conservationists predict which coral reefs may be most affected by future bleaching events in response to thermal stress, which continues to be an issue as oceans warm due to climate change.

Climate change predictions have also led Northwestern researchers to **focus on water sustainability** efforts as a response to one of the world’s most critical challenges. Northwestern has recently established an interdisciplinary Center for Water Research and is a founding partner of Current, a City of Chicago initiative to make Chicago a regional water hub for economic and technological innovation. As part of this research and policy focus on water sustainability, the Center for Water Research and the Crown Family Center for Jewish and Israel Studies cosponsored a symposium in 2016 on water in Israel and the Middle East. The event brought together international experts to discuss how geopolitical conflicts and technology challenges affect the quest for sustainable water resources in arid regions such as the Middle East.

Guided by the University's strategic plan, Northwestern has produced a remarkable set of accomplishments over the past five years. The University has transformed its physical plant, increased opportunities for students, enhanced its academic preeminence, and established deeper connections with its local, national, and global communities. These achievements, together with the many other initiatives under way across Northwestern, provide a strong framework to guide the University for the next five years. The administration and trustees are grateful for the dedication and support of faculty, staff, students, alumni, and friends whose contributions are the foundation of Northwestern's success.



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