

**GLOBAL STRATEGY COMMITTEE REPORT
JUNE 2023**



**VANDERBILT
UNIVERSITY**

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EXECUTIVE SUMMARY

The Global Strategy Committee was [jointly appointed](#) by Chancellor Daniel Diermeier and Provost C. Cybele Raver as part of a campus-wide strategy to grow Vanderbilt University’s reputation and collaboration worldwide. On January 23, 2023 the committee was charged with developing recommendations to advance Vanderbilt’s scholarship and its global impact, broaden and deepen international collaborations, enhance student opportunities for international learning experiences, and boost recruitment of global talent, all of which should contribute to raising Vanderbilt’s global reputation and impact. . The committee was co-chaired by Duco Jansen (Senior Associate Dean for Graduate Education and Faculty Affairs; Professor of Biomedical Engineering) and Tiffany Tung (Vice Provost of Undergraduate Education; Gertrude Conaway Vanderbilt Chair in Social and Natural Sciences; Professor of Anthropology) and included 15 other faculty members (Appendix 1).

The committee met between February and June 2023, developing key recommendations that will enhance the capacity for global research and collaborations and vastly improve operational excellence. These are achieved not only by removing barriers, but by creating supportive policies and practices that spur innovation and international engagement, by recruiting and training people with high-caliber capacities to support global research and learning, and through the allocation of robust resources to carry out an ambitious vision that elevates Vanderbilt on the global stage. Domestically, Vanderbilt has already achieved broad, positive recognition as a superb research university with a highly-sought after liberal arts education. The work of our people merits international prominence, and the global community deserves the knowledge and positive impact of our scholarship, creative expression, and innovation. We have much to offer the world.

The committee identified three main themes to frame our recommendations:

- I. Establish The Office of Global Engagement led by a Vice Provost of Global Engagement (VPGE). The VPGE will create the vision and strategy for global prominence, will oversee the execution of that vision and strategy, and will assess the outcomes. This recommendation stems from the committee's goal to propose a solution that shifts efforts from discussions about global strategy to implementation of global strategy, while simultaneously ensuring ongoing evaluation, engagement, and collaboration with campus partners.
- II. "Bringing the World to Vanderbilt": Develop this hallmark initiative, branded with a legible phrase and which serves to educate the global community about Vanderbilt and the city of Nashville through research and learning experiences on our campus. This initiative should be housed within the Office of Global Engagement; the recommendations to realize this vision are presented in Part II.
- III. "Bringing Vanderbilt to the World": The partner initiative to above, also housed in the Office of Global Engagement. This initiative would send our Vanderbilt faculty and students into global settings to conduct research and share those findings, inspire through the arts, and learn in diverse cultural settings. This would provide essential opportunities for our community members, while importantly showcasing and educating international communities about Vanderbilt, thereby aiding in raising our global prominence (see Part III).

PROCESS OF COMMITTEE WORK AND CONSTRUCTING RECOMMENDATIONS

Committee Composition

The Global Strategy Committee was chaired by E. Duco Jansen and Tiffany Tung and included 15 additional faculty committee members. Complete list is in Appendix 1.

Timeline/Meetings/Ideation Process

- January – June 2023
- Meeting with Office of Data and Strategic Analysis (DSA) to hear presentation by Olivia Kew-Fickus and learn about the global rankings process
- 5 full committee meetings on the following topics:
 - 1) Intro/Brainstorm Exercise;
 - 2) Subcommittee Internal Reporting;
 - 3) Meeting with the Provost to obtain feedback;
 - 4) Meeting to Outline Report and assign sections to groups; and
 - 5) Meeting to review first draft of report.

- The committee formed four initial subcommittees:
 - 1) VU Admin Support/Infrastructure & VU Institute(s);
 - 2) Conferences/Events/Visitors/Intl Scholars;
 - 3) Funding; and
 - 4) Partnerships/Media/PR/Global Rankings

Recommendations/Report Development

- The committee outlined four report sections that correspond to slightly modified versions of the initial subcommittees:
 - 1) Vision & Logistics Support for Global Engagement (Baroud, Cravens, Kurtulus, Stack, Tung, Zechmeister);
 - 2) Bringing the World to Vanderbilt (Chazin, Jansen, Jung, Oster, Sharpley-Whiting, Rubin);
 - 3) Bringing Vanderbilt to the World (Castilho, Clouse, Michelson, Olatunji, Pavlović); and
 - 4) Study Abroad & Global Education (Jung, Tung)
- This report was drafted by these four groups and then integrated by the co-chairs and project manager

RECOMMENDATIONS

The Global Strategy Committee envisions that Vanderbilt University will emerge as a globally recognized institution of higher learning and research, effectively replicating the trajectory it has followed domestically—growing from a regional university to a national powerhouse over the past two decades. While many pieces to achieve this goal are already in place, those parts are not well-integrated and there are essential parts lacking. Moreover, we recognize that our global recognition lags behind our domestic one and in essence, even though we are doing world-class research in many areas, to a large extent the world does not know about it. With that in mind, the committee makes the recommendations outlined below.

At the core of these recommendations lies the establishment of an Office of Global Engagement (OGE), to be led by a Vice Provost for Global Engagement (VPGE) and supported by several dedicated staff members and perhaps faculty affiliates. This new Vice Provost will be the key person to delineate a vision for Vanderbilt’s place in the world and a strategy to implement the recommendations outlined below. Our committee recognizes that although we can and should aim for short term successes, achieving the overall goal will require a long-term vision and implementation plan and will require a commitment by the institution to make the necessary strategic investments to achieve this goal.

I. Establish an Office of Global Engagement (OGE)

We recommend that Vanderbilt establish a new Office of Global Engagement (OGE), led by a Vice Provost for Global Engagement (VPGE). This leader would articulate a vision and strategy,

and lead a small team of strategically recruited staff members and faculty affiliates to implement plans for advancing Vanderbilt's reputation in the world. This should include the following: identify and ensure effective collaboration among university offices that promote and support global initiatives; identify existing internal resources; seek external funding and advocate for new internal resources; mobilize human and financial resources around global initiatives; solve operational challenges; and build bridges across and beyond our campus.

More specifically, the VPGE would direct and coordinate strategic efforts to define and realize Vanderbilt's vision for global engagement and administrative efforts to facilitate international engagement. This will include an articulation of Vanderbilt's global mission, establishing global connections, hosting high-level international events, identifying funding opportunities, boosting existing strengths, developing new initiatives, connecting global engagement with the mission of educating Vanderbilt students to be global scholars and citizens, and overseeing a data-driven research and planning phase (potentially with the help of a consulting firm). If a consulting firm is hired, the goal should focus on executing strategy and collecting relevant data on Vanderbilt's existing global activities. Currently, the data in this area is severely lacking; hence, we urge data collection on our global activities as a key priority.

Several of the Vice Provost's actions will comprise leading the staff and other campus partners in "brush clearing" and "connecting the dots." This work must be aimed at internationalizing the university in ways that reduce barriers and enhance operational effectiveness and excellence, so faculty and students can pursue global engagement at the highest levels without having to spend their efforts on navigating a piecemeal bureaucratic maze. The administrative efforts should clearly include mapping (i.e., efficient data collection of) Vanderbilt's current global efforts, collaborating with other offices and officers on campus to raise Vanderbilt's reputation (e.g., Marketing & Communications; DAR; ISSS; Enrollment Affairs; Research & Innovation), and securing ongoing input from a newly established Global Engagement Faculty Advisory Committee.

The committee carefully considered the pros and cons of our recommendation to have this administrative office be led by a Vice Provost. There are at least four advantages of a Vice Provost for Global Engagement role, as opposed to a lower-level title, such as an Associate Provost or Director. First, faculty members are eager to see the university institutionalize its commitment to global leadership (a theme identified in the 2017 report). Second, this visible role with authority to effectively institute activities that promote Vanderbilt's global reputation aligns with the Chancellor's stated commitment to establish Vanderbilt as a global leader in research, innovation, and education, with a global reputation to match. Third, a position as Vice Provost of Global Engagement would enable an opportunity for a national search, which we suggest for consideration as it would provide an opportunity to recruit top talent and learn from conversations with candidates on global strategy. On the other hand, promoting a Vanderbilt faculty member to this role would enable prompt action and provide an opportunity for leadership from within our own pool. Fourth, a Vice Provost role is on par with the approach of many leading (AAU/R1) institutions, placing Vanderbilt on equal footing in vision, commitment, and leadership in this space.

We recognize that some faculty believe that we already have a sufficiently extensive VP roster, and that hiring a Vice Provost of Global Engagement (VPGE) will require greater resources than alternatives (e.g., an Associate Provost or Director of Global Engagement). Nonetheless, a VP-level focus on global engagement will both signal and help to realize our ambitions for significant visibility and greatly enhanced reputation and impact on the world stage. Although several of our institution's goals could be accomplished by an Associate Provost or Director who collaborates effectively with the provost's leadership team, existing centers, and faculty, we note that pairing a serious commitment with a serious investment in high-level leadership sends the strongest message to our community and external partners. More importantly, the experience and dedicated focus of a VPGE better ensures significant advances in global strategy and activities that would launch Vanderbilt as a global leader. Lastly, we cannot ignore the fact that in many cultures worldwide titles matter and carry significant weight. Accordingly, a person leading Vanderbilt's global engagement efforts with a VP title may open doors and create connections that would otherwise not be available.

As the chief "bridge-builder," the VPGE will play a pivotal role in establishing and nurturing relationships with key individuals and organizations, universities, governments, and industry leaders around the world to promote research collaborations, joint projects, educational opportunities, and knowledge sharing. The VPGE will be the go-to person to work with individuals and entities to identify mutual interests, negotiate agreements, and facilitate the exchange of ideas, expertise, and resources. This involvement creates a network of diverse stakeholders and strategic partnerships that align with Vanderbilt's global vision.

In order to achieve the overall objective of enhancing Vanderbilt's global reach and reputation, we recommend that the Office of Global Engagement, under leadership of the VPGE, will execute the following recommendations:

1. *Refine a vision for Vanderbilt's global strategy and a strategic plan to achieve this vision.*

Although the overall vision for Vanderbilt's global goals and aspirations is clear as stated above, these goals and aspirations will need a regular review and reassessment. We envision that the VPGE will lead this process of evaluation and goal setting in collaboration with the faculty (through the suggested Global Affairs Faculty Advisory Committee) and the Provost and Chancellor. In addition, the VPGE will lead the execution of the strategic plan, which should guide the implementation of specific action items aimed at accomplishing the stated goals, setting both a short-term and long-term strategy and prioritization of both objectives and resources to achieve successes and ultimately achieve the goals.

2. *Enhance Vanderbilt's Reputation and Impact.*

The VPGE will spearhead the university's efforts to bring its global reputation in line with its positive and profound reputation in the United States. Vanderbilt has solidified its place as one of the great universities in the United States, but its global recognition and reputation lags.

When Vanderbilt’s ranking is focused on metrics, such as publications and citations, we excel, but when name recognition and reputation are queried, our rankings do not align with our accomplishments (Pers. Comm., Kew-Fickus; see Figure 1).

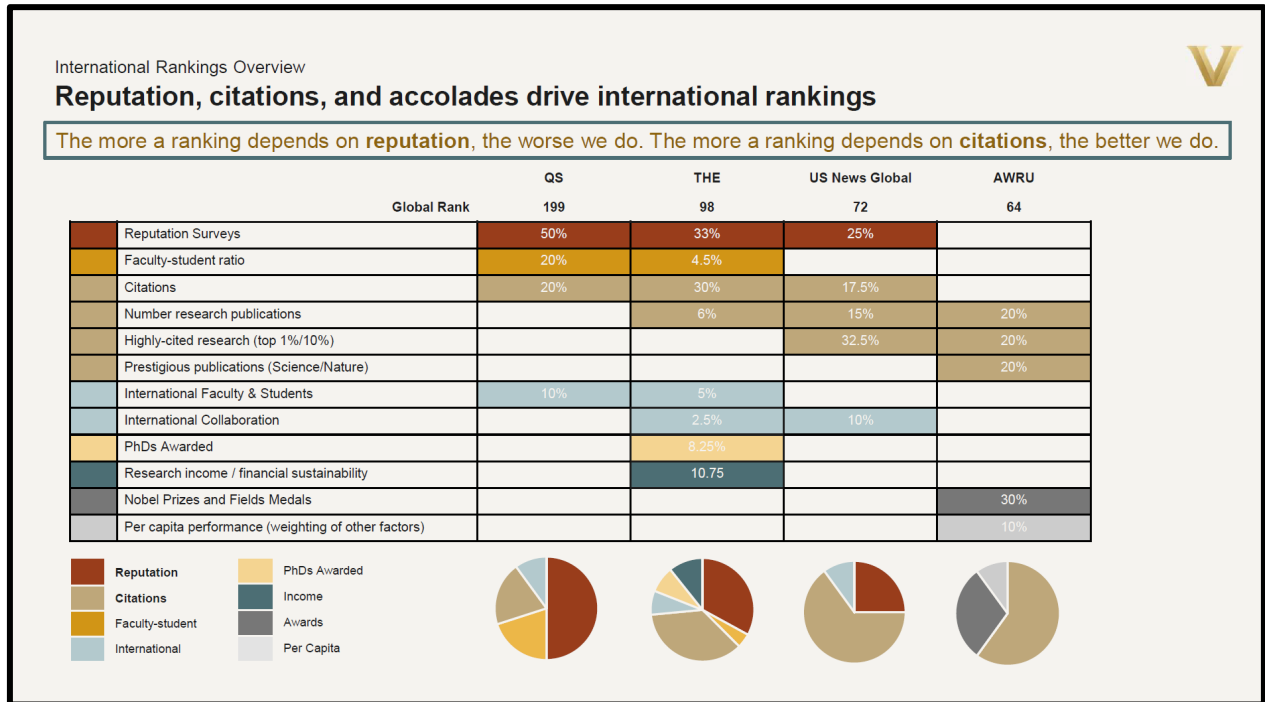


Figure 1. Slide from presentation by Olivia Kew-Fickus (DSA), noting that our scholarly work (citations) is a boost to our global ranking; however, when ranking depends on reputation, we do not receive the recognition that our research output should garner.

This leads us to urge strong collaboration with the Vice Chancellor for Communications and Marketing (MarComms) to ensure amplification of faculty research and innovation, and develop faculty as promoters of their own work, both domestically and internationally.

The VPGE will develop a strategy to enhance the university’s reputation and visibility among its global peers. This strategy would involve (1) identifying investments and initiatives to publicize the research and educational opportunities that Vanderbilt can offer to global audiences; (2) identifying the key drivers of Vanderbilt’s global rankings; and (3) implementing a plan that aligns the university’s ranking with our domestic peers, improving international student recruitment, and fostering Vanderbilt’s faculty and student’s global impact. We identify the following four specific focus areas:

2.1 Publicity to Increase Global Awareness of Vanderbilt

Students and researchers across the globe know less about Vanderbilt and its extraordinary capacities than they should. In simple terms, there are a lot of world-class things happening at Vanderbilt, but the world is unaware of them. To correct for this, we urge deep collaboration with MarComms to amplify the research and innovation already happening at Vanderbilt. While

some of this work is already way, building on and greatly enhancing those efforts should be a top priority, particularly because it is relatively “low-hanging fruit” to amplify the work of Vanderbilt teams. Strategic efforts should be aimed at promoting global research and learning by celebrating the contributions of faculty, staff, students, and partners with impactful global engagement, as well as publicizing global research, funding, and learning opportunities. The work of Vanderbilt researchers should be promoted in multiple international markets, from the *London Times*, to *Der Spiegel*, to *El Comercio*, as well as in international alumni newsletters. Moreover, the impressive research by our diverse faculty and our institution’s dedicated efforts to provide opportunities to underrepresented groups should be part of this communication strategy.

Research conducted at a seemingly domestic level may have global impact, so we recommend that the VPGE and MarComms amplify work of international interest, even if it is work that does not happen in global locales or involve global partners. Our local research on, for example, traffic patterns and how to ameliorate traffic congestion in Middle Tennessee or historical-archaeological studies of the African diaspora, can have global impact and interest. We must amplify those innovative and scholarly insights generated by Vanderbilt research teams.

Finally, the OGE should set up and maintain a comprehensive Global Engagement website. We view the current Vanderbilt Global [website](#) as an important start, but believe that it needs to be carefully maintained and components redesigned to ensure ease of use and high visibility of Vanderbilt global research and learning opportunities. The new (or vastly updated) website would highlight faculty research and partnerships with international institutions (e.g., an interactive map that shows where research projects are occurring; a log-in searchable database to find VU researchers working in different global regions, etc.). Establishing the Office of Global Engagement and Vice Provost leadership should ensure that this website and database are maintained and metrics on travel and international engagement are evaluated to guide global strategy.

Specific recommendations for raising awareness about Vanderbilt’s achievements include:

- 2.1.1 In collaboration with MarComms, identify and reach existing and potential international markets for the Vanderbilt brand through a multi-directed global media strategy. Highlight faculty and student research relevant to global audiences.
- 2.1.2 Increase internationalization and multilingual marketing by setting up multilingual webpages and producing promotional and marketing materials in local/regional languages (e.g., Spanish, Mandarin Chinese, etc.). Publicizing Vanderbilt’s research contributions and educational opportunities in non-English languages is an essential component of our commitment to diversity and inclusion, and will also help to diversify the production of knowledge and creative works, as we invite and include voices and ideas from populations across the globe.

- 2.1.3 Recruit a social media specialist with a focus on international social media in local markets (e.g., WeChat, Weibo, etc.)
- 2.1.4 Consider contracting with marketing firms in specific global markets to amplify Vanderbilt research and education, tailored appropriately to local socio-cultural, political, and economic contexts for broadest and deepest impact.

2.2 *Rankings*

Our educational values drive our priorities, and we are cognizant that global rankings play a role in how our global peers and prospective students evaluate the university and their prospects for joining the university as faculty, students, and staff and/or as collaborators. Building on analytic work already undertaken at Vanderbilt, the VPGE will identify the key drivers of Vanderbilt's rankings on several core global indices, including the Quacquarelli Symonds (QS), Times Higher Education (THE), Shanghai Ranking Consultancy (the Academic Ranking of World Universities; ARWU), and SciVal rankings, and develop and implement both short- and long-term strategies for bringing Vanderbilt's global ranking in line with its quality and its domestic peers. The VPGE will work with the provost, deans, faculty, and staff to foster the development of international collaborations that have local impact in the foreign locale and more universally across the globe. Further, the VPGE will ensure recognition of the outstanding work that is being conducted by strategically facilitating recognition for those activities (e.g., nominations for international awards and honors).

2.3 *Graduate / Professional Student Recruitment*

The VPGE will partner with the Dean of the Graduate School, the Associate Deans for Graduate Education in different schools on campus and the Vice Provost for University Enrollment and Dean of Admission and Financial Aid to develop and implement a plan for maximizing Vanderbilt's appeal to prospective graduate students. Vanderbilt improves by recruiting the world's best students—and those students in turn enhance the university's long-term reputation. The recruitment plan should include dedicated efforts to develop and maintain a diverse graduate/professional student body that come from numerous global regions. Several areas need attention in the recruitment of graduate and professional student recruitment:

- 2.3.1 The university will need to address the issue of 'international education credentials evaluation' for the many international students who apply to and are admitted to our educational programs. The proposed solution for this by the University Registrar Office (URO) is to expand the External Education Team in the URO with additional trained and certified international credentials staff. This would put VU in line with the vast majority of our peers.
- 2.3.2 The Graduate School and the Schools and Colleges should expand their international recruiting efforts by having dedicated staff who can focus on international recruiting.

The preference is for staff members who are familiar with the local educational systems, expectations, and are multilingual and thus able to communicate with prospective students (and their parents) in their languages.

- 2.3.3 Schools/Deans are encouraged to set specific targets for international recruiting (e.g., x% of their student body should be international) and appropriately diversify their international student population. Current international student enrollment is shown in Figure 2.

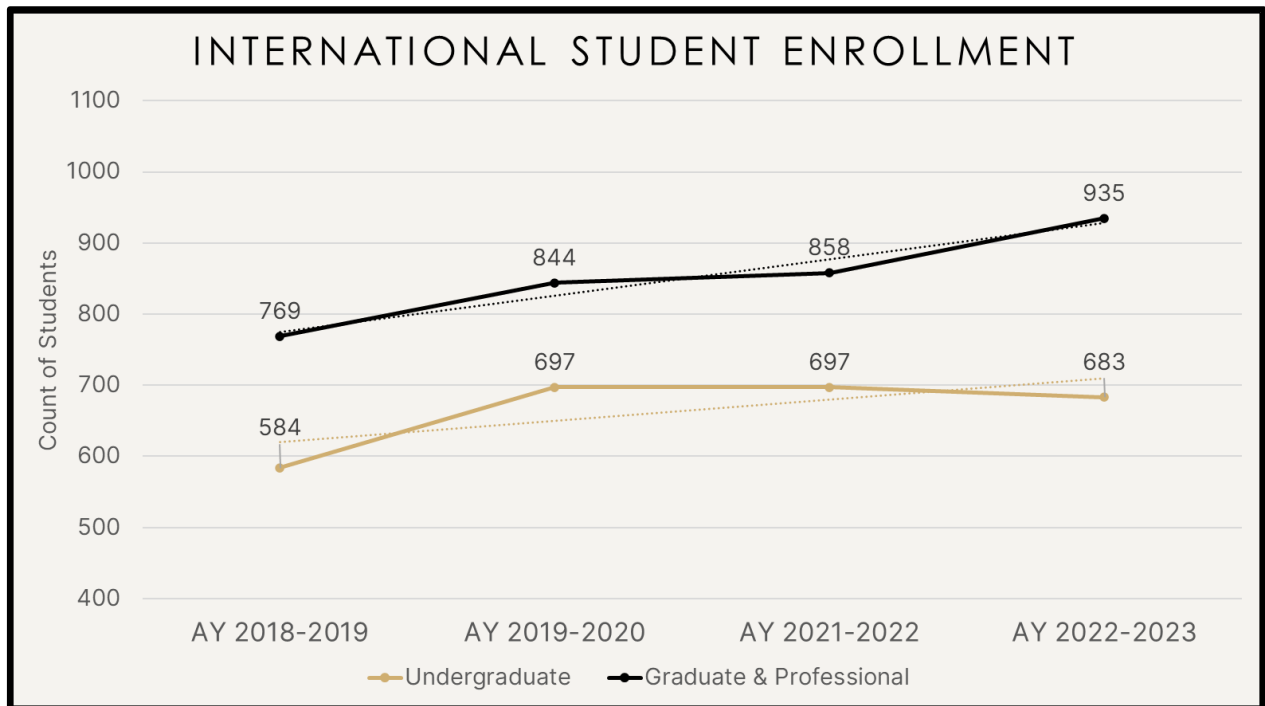


Figure 2. Numbers of international students enrolled at Vanderbilt over four academic years.

2.4 High Visibility Events for Maximum Global Impact

The VPGE will become familiar with the research and work of Vanderbilt’s faculty and students to create innovative, high profile, and impactful Vanderbilt events (e.g., Clinton Global Initiative at Vanderbilt), platforms (e.g., TEDx events), tools (e.g., MIT Election Lab), resources (e.g., Johns Hopkins Covid Resources Center), and artist-focused events (e.g., [Engine for Art, Democracy, and Justice](#)), which allow global scholars, creatives, students, journalists, government officials, NGOs, and media partners to further their own understanding of the world through contact with Vanderbilt.

3. Operational Effectiveness and Excellence

The proposed Office of Global Engagement (OGE) will provide guidance and support to faculty, staff and students involved in international activities and initiatives. This office would work with

existing units such as ISSS, Global Safety, Global Education Office within the Experiential Learning and Immersion Vanderbilt unit, VP of Research and Innovation, HR, Export Compliance, World Travel Services and Concur, and other offices and experts across campus to find answers and solutions for global engagement. By sharing resources and information, coordinating efforts, and fostering collaboration and communication, the VPGE will ensure a cohesive and integrated approach to all aspects of global engagement, maximizing the impact and efficiency of existing initiatives, while avoiding duplication and minimizing barriers. A strong commitment to operational excellence by the VPGE will facilitate a more streamlined, integrated, and positive experience for external partners, faculty, students, and staff.

The OGE will serve as a hub and a facilitator of shared solutions to challenges in international engagement. It is imperative that the OGE is staffed with highly trained and capable team members who are committed to advancing Vanderbilt's global impact and reputation, and much of that is tied to our institution's capacity to facilitate international collaborations by problem solving and establishing efficient policies and protocols. Researchers working in international contexts face a number of hurdles: inability to pay students abroad, difficulty quickly transferring payment to consultants and others, hurdles in bringing visiting researchers to campus for short or longer-term research collaborations (e.g., hosting faculty who are on sabbatical from their home institution), international financial transactions, burdensome subcontracting language and expectations especially when working with (people from) lower income countries, changing rules and regulations concerning data sharing, research integrity and data security, intellectual property, human subjects research, daily exchange rate calculations for long-term research stints, importing equipment into foreign countries, and exporting samples and supplies to the US, and more. Solutions are often identified locally by the individual faculty member or student, or at the department or school level, often involving individual exceptions or creative work-arounds. The VPGE would engage in efforts to reduce these frictions, create 'best practices', streamline policies, and create harmony, making it easier and safer for faculty, staff, and students to engage in global research, collaboration, and learning.

Specific recommendations to enhance operational excellence:

3.1 A Data-driven Approach to Tracking and Measuring Global Activities and Initiatives

Spearheaded by the OGE and in collaboration with the University's Office of Data and Strategic Analysis (DSA), these units should document all existing international research, exchange programs, collaborations, and agreements across all ten schools at Vanderbilt. We recommend that they organize all global activities and initiatives into a navigable map and share with the entire community to promote synergies in global research and learning (see previous comments about an OGE website).

3.2 Simplifying and Supporting Global Collaborations

Work with administrative offices that already exist at university/school/department levels to provide the necessary resources and support for faculty conducting research internationally

(e.g., visa, travel, support in securing fixers in international settings, knowledgeable staff for hiring local staff in foreign country, etc.). Develop and manage strategic partnerships with universities and institutions for global research and learning.

3.3 Ensuring Safe Travel

Continue support and facilitation of safe and secure international travel (and extraction from international settings in case of emergency) for faculty, staff, and students by coordinating closely with the Office of Global Safety. Coordination with the Office of Global Safety should also ensure the strong commitment to Vanderbilt's vision and mission for diversity and inclusion, which may require focused efforts to ensure safe travel for students from marginalized groups (e.g., LGBTQI+; ethnic and racial minorities, etc.), and/or those students with fewer financial resources, who must negotiate diverse global settings with minimal funding at their disposal. Maintain and assess the international health insurance program provided for Vanderbilt travelers (e.g., GeoBlue).

4. Strategic partnerships within Vanderbilt.

The VPGE will work closely with other Vice Provosts and Deans who oversee various areas of university administration to align global engagement efforts with the broader institutional goals and ensure coordination across different domains. Several examples are outlined here:

4.1 VP-Faculty Affairs and Professional Education (FAPE)

- 4.1.1 Align efforts to develop policies and initiatives that promote faculty development in global engagement, recognize international contributions in tenure and promotion processes, and facilitate sabbatical or visiting opportunities with partner institutions, facilitate visiting faculty to VU. In the short term, coordinate with Faculty Affairs to issue a survey to document international research by our faculty, and institutionalize this data gathering effort by integrating it into the annual reports submitted by faculty (e.g., the TRS report in A&S or the soon-to-be-launched Faculty Profile Platform).
- 4.1.2 Collaborate with Faculty Affairs and Deans to ensure that international faculty receive robust support as they relocate to Nashville and join the Vanderbilt community (e.g., Visa support, information on local schools for their children, etc.).

4.2 VP-Graduate Education/Office of Postdoctoral Affairs

Recruit international graduate students and post-docs, enrich the graduate student and post-doc experience through international exposure and opportunities; establish international research collaborations, establish dual- or joint-degree programs, and exchange opportunities for graduate students and post-docs; enhance the global competency and research capacity of graduate students and post-docs, fostering professional development and preparing our students and post-docs for global careers.

4.3 VP-Office of Undergraduate Education (OUE)

Collaborate on and support the development of study abroad programs, international internships, and service-learning opportunities that align with the academic goals and requirements of undergraduate programs. Develop travel-embedded courses that provide opportunities for students to travel abroad during breaks in the academic school year (e.g., spring break, winter break). Ensure that Immersion has opportunities and funding for international experiences. Collaborate with the Office of Undergraduate Education and Undergraduate Schools/Colleges to develop and maintain robust support for international undergraduate students.

4.4 VP-Student Affairs

Work closely with the team in Student Affairs to ensure that undergraduate and graduate students learning and conducting research abroad are well supported. For example, current policies do not allow mental health services (e.g., therapy) to continue through telemedicine while students are abroad (except in cases of emergencies). As students spend time in international settings, they will need robust preparation, particularly as it relates to issues handled by Student Affairs (mental health and well-being, honor code, community creed, etc.) for their time abroad in diverse cultural settings.

4.5 VP-Arts and Libraries

Identify opportunities to showcase international academic and artistic work from different cultures and regions, and create opportunities for students, faculty, and the broader community to engage with diverse artistic traditions and foster intercultural understanding.

4.6 VP-Enrollment Affairs/Financial Aid (VPRI)

Develop effective marketing and communication strategies that highlight the university's global engagement initiatives, international partnerships, and support services for international students; enhance the university's international reputation and ensure the recruitment of high-caliber international students from diverse regions; develop a global (graduate/professional) recruiting strategy; expand the University Registrar's capabilities in evaluating international educational credentials (see above).

4.7 VP-Research and Innovation

Explore national and international grant programs, foundations, and other sources of funding that support collaborative research endeavors; enhance the university's ability to secure financial resources to support global research initiatives, innovation, and scientific advancements; build global research networks with leading research institutions to provide platforms for collaboration, knowledge sharing, and joint research initiatives; expand internal

seed funding opportunities to stimulate international collaborations and global engagement by graduate students, postdocs and faculty.

4.8 VP-Career Advancement and Engagement (CAE)

Vanderbilt students are exploring more options and opportunities to have international internships, and the VPGE should work closely with the VP of CAE to ensure robust support as our students seek career experience abroad. The VPGE should facilitate connections between the international alumni hubs, Development and Alumni Relations (DAR), and the team in Career Advancement to ensure that our students have access to dynamic internship opportunities in many global settings.

4.9 Deans

The VPGE will form productive partnerships with the Deans of Vanderbilt's 10 schools to align their global visions and ambitions and to provide the necessary support services to achieve their global and international goals. The VPGE will need to collaborate closely with the Deans of the undergraduate schools as it relates to undergraduate education, research projects, and internships abroad. As Vanderbilt offers more study abroad opportunities through Maymester and travel-embedded courses, it will be imperative for the VPGE, the deans, and the Office of Undergraduate Education to coordinate closely. This form of deep collaboration will also be essential for the international opportunities that our graduate and professional students seek—the VPGE must work closely with the deans and the Graduate School.

4.10 Vanderbilt Faculty

We strongly recommend that the VPGE appoint a Global Engagement Faculty Advisory Committee with faculty representation from all 10 schools on the Vanderbilt campus. This committee will serve as an advisory body to the VPGE as well the eyes and ears for the VPGE in order to get feedback from the faculty regarding the university's global engagement vision, goals, and initiatives, and to disseminate information to the faculty. The VPGE will conduct surveys and focus groups on faculty international engagement. The survey should commence in Fall 2023, and annual documentation of faculty international work should be institutionalized to track it consistently and reliably (e.g., using the new software, Faculty Profile Platform). The faculty survey would provide foundational level data to identify convergent organic, bottom-up, grassroots interests and expertise; facilitate conversations; form ad-hoc committees for boundary-crossing grants, events, etc. The VPGE will work with/through departments and schools to support faculty in identifying international funding opportunities, building partnerships abroad, and developing international research and educational programs. By recognizing both new avenues and latent capabilities, the VPGE would encourage interdisciplinary collaborations, cross-cultural learning, and the dissemination of research findings on a global scale.

4.11 *Vanderbilt Students*

The VPGE will enrich the educational experiences for Vanderbilt students by promoting international opportunities and facilitating their participation in global programs by supporting VPs for graduate and undergraduate education for the development and administration of study abroad programs, international internships, research exchanges, and other immersive experiences. The VPGE must coordinate closely with other entities on campus to ensure that our students are highly competitive for global scholarships and fellowships, such as the Fulbright, Council of Overseas Research Centers (CAORC), Peace Corps, etc., as well as those offered by other countries (e.g., Humboldt Research Fellowship). There are also internal VU opportunities for travel and research abroad (e.g., The Keegan Traveling Fellowship; Global Summer Fellows, etc.), and the VPGE should help to amplify these opportunities and support fundraising for those grants and scholarships.

5. *Ensure Opportunities for Global Research and Learning for a Diversity of Groups on Campus*

- 5.1. The VPGE must demonstrate a commitment to and evidence of delivering on Vanderbilt's vision to provide opportunities to our diverse campus community. This may entail programs to help students who have never before traveled internationally, by guiding them through the passport process, medical preparations (e.g., vaccines), and planning international flights and hotel bookings, among other skills needed to be an ethical and well-prepared international traveler.
- 5.2. The VPGE should explore grant and fundraising opportunities to provide the resources that facilitate global research, creative pursuits, and international study for diverse groups on campus. We recommend that the VPGE monitor and track outcomes to ensure that opportunities are appropriately offered and deployed, particularly among populations that have been historically excluded from international learning experiences and other global opportunities (e.g., first-generation, low-income students).

II. Bringing the World to Vanderbilt

As a globally focused institution that values the importance of an international presence and perspective, it is essential that the institution accelerate its outreach activities. One important element of this is bringing people (faculty, researchers, artists, postdocs, and students) to Vanderbilt to increase the visibility of the university's world class scholarship. This type of engagement is already happening, but for Vanderbilt to maximize its potential and develop our global brand, these activities must be scaled up. Naturally, this focus area does not stand alone and interfaces and intersects with other aspects of the global strategies outlined in this report (e.g., lowering the activation energy for these activities by providing and integrating logistical

support and bringing Vanderbilt to the World (see recommendation III). Collaborations, exchanges, and interactions will be most effective if they are implemented for the long term and are set up to be bi-directional. The three recommendations detailed below will increase our activities in “Bringing the World to Vanderbilt”:

1. Expanding the Global Scholars in Residence (GSIR) program

This program, which resulted from a recommendation from the 2017 International Strategy report, was implemented and rolled out this year (2023), after being delayed by the COVID pandemic. We are extremely pleased to see that this program was initiated this year, and we strongly support expansion of this crucial program. It is a template for bringing scholars and creatives from around the world and from various disciplines to Vanderbilt to engage with our faculty and students. Such visits may foster and seed ongoing and new collaborations with the visiting scholar’s home institution and country for years to come, as the seeds of reciprocity, goodwill, and collaboration grow from the expansion of the GSIR program. The global visitors may also engage with our local Nashville and Tennessee communities, and as such, Vanderbilt can become seen as a central force in bringing the world to Nashville too.

Although the current GSIR program is still in its pilot phase, the VPGE should expand the program in size and scope, including flexibility for longer-term stays. Currently, stays are limited to four weeks. In many disciplines, four weeks is insufficient to do meaningful scholarly research; additionally, clearing university administrative hurdles (access, training requirements, etc.) often takes more than a month. The model of the GSIR can be easily adapted to allow longer-term visits for international faculty, facilitating sabbatical/research leave stays for a semester or an academic year.

The GSIR program should also ensure that there is broad global representation, and perhaps consider targeting regions for particular research themes in a given academic year. For example, a focus on bringing in visiting scholars of political theory from Latin America or climate scientists from southeast Asia would leverage our own expertise and create the framework for a thematically focused visit and perhaps attendant workshops and conferences.

We remain fully aligned with the recommendation from the 2017 International Strategy report (see page 9 of that report), which advocated for support for scholars/faculty *and* graduate students, as well as for longer stays (e.g., up to a semester) than what has been implemented thus far.

1.1 Hosting events with a strong international/global focus and interest on campus

Vanderbilt should regularly host highly visible international conferences, workshops, summer schools for domestic and international students, etc. We envision a two-tiered approach:

- 1.1.1. Annually or possibly once a semester, the university should host a high-profile international event similar to the recent Clinton Global Initiative (CGI) or the Rockefeller

Foundation's Bellagio Center week-long invited cohort residencies. We envision a process for identifying topics/foci of significant societal and global interest with social impact in areas where the university already has significant reputational strength (e.g., viruses, vaccines and pandemics; climate change; AI; water management; the assault on democratic institutions; the consequences of globalization and mediatization; art and ethics; poetry; sustainability; capitalism and well-being). Invitees from abroad should be cutting-edge leaders in their respective fields. The event should be cross-disciplinary for impact and innovation, thereby yielding significant cross-sectional attendance, visibility, and media interest.

- 1.1.2. Although these high visibility events are one approach, the second part of this recommendation is that Vanderbilt facilitate and support faculty and research groups actively organizing conferences, symposia, summer courses, etc. in their respective research areas. At present, faculty members (or groups of faculty) wanting to do so are largely on their own. It is common for the faculty, or graduate students and postdocs in a lab, or departmental administrative staff to take on much, if not all, of the logistical work to organize such events, which can effectively shut down research progress for weeks. We envision an "Office of Conference Support" within the OGE (this is distinct from the unit known as "Conferences", but the new Office of Conference Support within OGE would have to collaborate closely with the staff in Conferences to facilitate logistics). This office would provide the logistical support to enable these types of activities and lower the activation barrier. The activities of this office would include logistical assistance for international attendees, overseeing registration of attendees, printing name badges, reserving meeting rooms and classrooms, AV support, organizing catering, reserving hotel blocks, responding to questions from attendees, and supporting visa requests for international attendees with the help of ISSS. We recommend that the university provide the financial backing (i.e., as a financial guarantor) necessary to reserve meeting space and hotel room blocks. The VPGE should work with other campus units to explore ways to secure meeting space for these events at discounted or no cost (particularly during the summer when those spaces are not needed for teaching and related activities).

1.2 Student/Postdoc/Faculty Exchange

As part of "Bringing the World to Vanderbilt" we must facilitate the hosting process for visiting scholars at all levels, not just for those who are part of the Global Scholars in Residence (GSIR) program. Although the GSIR program can address the hosting issue for those who are GSIR faculty visitors, the scope of the need for hosting support is much greater. At present, these activities are typically initiated by a faculty member and the execution process is largely *ad-hoc* with each faculty member working on their own. Each has to figure out the process (reinvent the wheel) and navigate the many aspects of university bureaucracy. We propose that OGE develop a road map that faculty can use to bring a visiting graduate student, an international postdoc or a visiting faculty member (sabbatical), researcher/scientist from a collaborating lab or research group onto campus for a short-, medium- or longer-term visit to Vanderbilt.

Matters to streamline these processes include initiating and monitoring progress to obtain visas, setting up financial arrangements in a timely manner (e.g., SSN, bank account, I-9, automatic deposit if Vanderbilt is providing financial support), export control issues, enrollment as special non-degree student, housing, initial onboarding and orientation, etc. Since some exchanges may be supported (all or in part) by the visitor's home institution and/or by grants of Vanderbilt investigators, expanding the hosting and logistical support to any international collaborators coming to Vanderbilt would greatly enhance our visibility and global impact.

III. Bringing Vanderbilt to the World

In addition to “Bringing the World to Vanderbilt”, we must also support “Bringing Vanderbilt to the World.” Here we make several recommendations for new and enhanced opportunities that will allow our students and scholars to spend time at universities, research institutions, museums, and studios around the world and to present their work globally.

1. VU Global Hubs

The OGE should identify and strengthen collaborations with international locations where we already have established research and education networks (the faculty survey will be essential for this), with the goal of building hubs that provide a “home-court advantage” abroad. As part of this, the VPGE should regularly engage research collaborators between VU and hubs through travel, conferences, grant-funded multi-year projects, study abroad, international alumni networking, and partnerships with international universities. Create partner-based gap year, tuition exchange, and 4+1 programs for Vanderbilt students to learn and enhance their skills abroad. The VPGE and other entities on campus should focus recruiting on these hub locations, and identify how existing university community, industry, and foundation relationships could grow collaborations (through connections locally, in middle Tennessee, and nationally). These hubs do not require brick and mortar physical spaces (though perhaps eventually they could), but reflect faculty/student projects, partner universities, multinational organizations (including industry), and alumni network-based relationships.

2. International Travel Grants

Create international travel grants for faculty and students to present research and creative work abroad (these funds should be automatically approved if the applicant meets certain criteria without a cumbersome review process). Access to these funds should require little to no administrative burden on applicants (a model would be the [Graduate School travel fund](#)). We recommend grants of up to \$5K per year with a once-per-semester-application deadline to create flexibility. Participants will be expected to serve as global ambassadors during their travel (for example by including a Vanderbilt promotion slide in their presentation).

3. *Seeding Global Success Grants*

The OGE should set up a competitive ‘Seeding Global Success’ grant program, similar to the Seeding Success grant program already in place in the OVPRI, but with the specific goal of providing seed funding to establish or expand international collaborations. This could be set up in collaboration with the OVPRI, using the same applications and review process.

4. *Faculty Support to Pursue External Grants for International Activities*

Building on the capabilities that have been set up in the OVPRI over the past few years, we recommend that that OGE partner with the OVPRI to provide significantly increased internal support for faculty to pursue external grants for international research, including international funding and internationally oriented funding (Fulbright, CAORC, Humboldt, DAAD, ERC, etc.). This support should entail helping to identify funding opportunities, and providing faculty with support to put these grants together.

5. *Study Abroad and International Opportunities for Students*

Vanderbilt has a robust study abroad program that supports approximately 500 – 600 students each academic year (Figure 3). The study abroad team is in the Office of Undergraduate Education, and hundreds of students use their study abroad experience to fulfill the Immersion graduation requirement. This arrangement works well, and the study abroad advisers can maintain the strong support of our Vanderbilt undergraduate students who learn overseas. The Study Abroad office should continue with its efforts to increase enrollments in study abroad during the fall semester, as this will help to balance out the number of participants in fall and spring (See graph below). This is important for keeping the Residential College occupancies somewhat balanced between the two semesters, as students depart for study abroad for half of the academic year.

We further encourage the Vice Provost of Global Engagement to coordinate closely with academic departments to develop other study abroad opportunities, including but not limited to:

- Maymesters (and offering Maymester in Colleges/Schools beyond A&S);
- Travel embedded courses, wherein the class travels together during Spring Break;
- Explore other travel embedded course opportunities during the winter break.

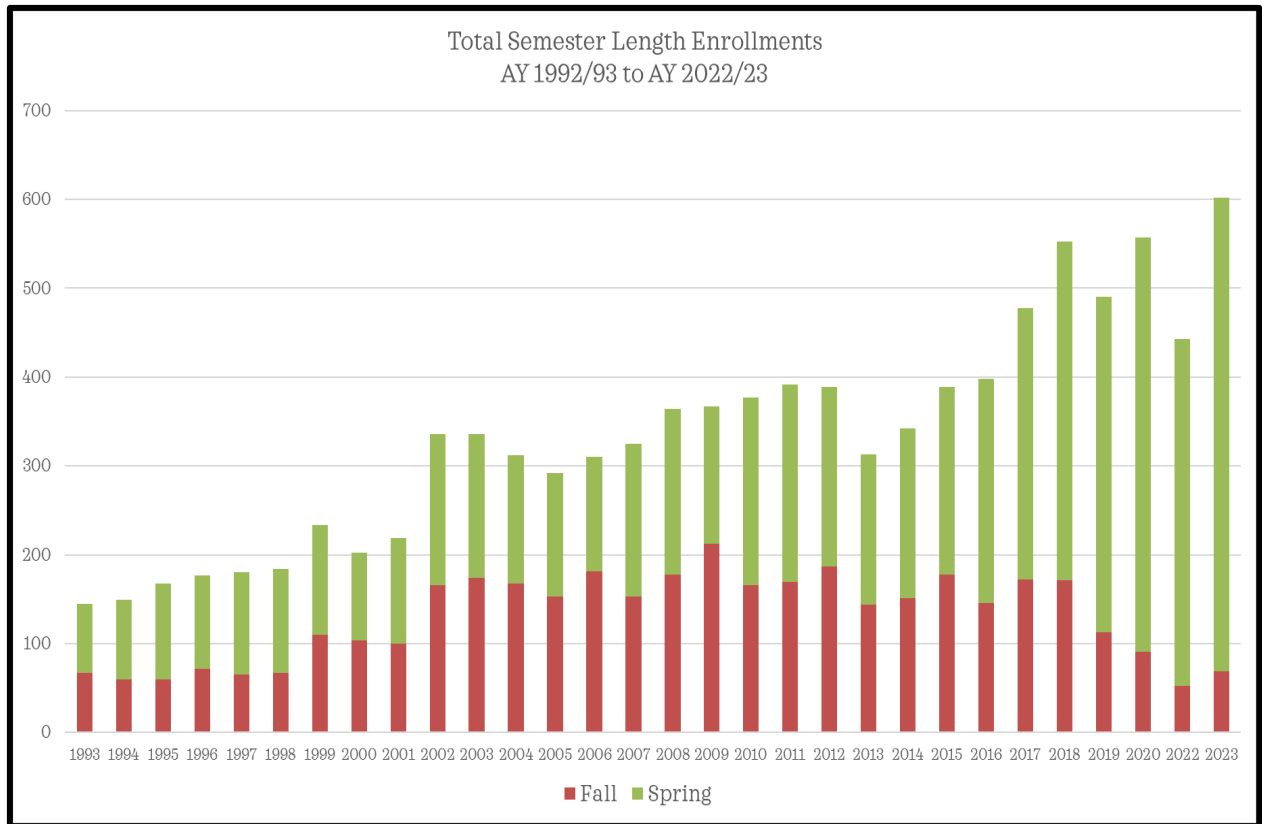


Figure 3. Counts of undergraduate students engaged in Study Abroad programs, divided by Fall and Spring enrollments.

CONCLUSION

The faculty committee comprised of 17 faculty members is committed to supporting a new Vice Provost of Global Engagement to ensure that the recommendations presented in this report are realized, and that their impact is measured and celebrated. Vanderbilt benefits from having national respect, prominence, and a superb reputation, and our nation and its people similarly benefit from the ideas, knowledge, and innovations that we produce. Additionally, individuals, families, and society benefit from the thoughtful, creative, ethical, and well-educated people that graduate from and work at Vanderbilt. These benefits and opportunities should not be constrained to any national border and should be shared globally. This report is both an artifact of that dream and a call to action. We are proud to be part of an institution that is endeavoring to increase its global reach and impact in service of humanity, and we look forward to working with a new Vice Provost of Global Engagement to bring these recommendations to life.

APPENDIX 1: Global Strategy Committee Members

E. Duco Jansen, co-chair; senior associate dean for graduate education and faculty affairs, professor of biomedical engineering, School of Engineering

Tiffany A. Tung, co-chair; vice provost for undergraduate education; Gertrude Conaway Vanderbilt Chair in Social and Natural Sciences; professor of anthropology, College of A&S

Hiba Baroud, Littlejohn Dean's Faculty Fellow and associate professor of civil and environmental engineering, School of Engineering.

Celso Castilho, associate professor of history and director, Center for Latin American, Caribbean and Latinx Studies, College of A&S.

Walter Chazin, Chancellor's Chair in Medicine and professor of biochemistry and chemistry, VUMC, and College of A&S

Kate Clouse, associate professor of nursing, School of Nursing.

Xiu Cravens, Associate Dean for International Students and Affairs, Office of the Dean, Professor of the Practice, Department of Leadership, Policy, and Organizations, Peabody College.

Ji Hye Jung, associate professor of percussion, Blair School of Music

Mumin Kurtulus, associate professor of operations management, Owen School of Management

Dave Michelson, associate professor of the history of Christianity, Divinity School

Bunmi Olatunji, associate provost for graduate education, Gertrude Conaway Vanderbilt Professor of Psychology, College of A&S

Jessica Oster, associate professor of earth and environmental sciences, College of A&S

Vesna Pavlovic, professor of art, College of A&S

Ed Rubin, University Distinguished Professor of Law and Political Science, Law School

Kevin Stack, Lee S. and Charles A. Speir Professor and professor of law, Law School

Tracey George (ex officio), vice provost for faculty affairs, Charles B. Cox III and Lucy D. Cox Family Chair in Law and Liberty, Law School; Professor of Political Science, College of A&S

Tracy Sharpley-Whiting (ex officio), vice provost of arts and libraries, Gertrude Conaway Vanderbilt Professor of Humanities, College of A&S

Elizabeth J. Zechmeister (ex officio), associate provost for research and innovation, Cornelius Professor of Political Science, College of A&S