

Agenda
Driving Discovery and Innovation
December 4, 2010

Part I

Presentation: Revisiting and Refining Strategies
Breakout groups – discuss and refine strategies.
Report out

Break

Part II

Presentation: Strategic Initiatives/Themes and Criteria
Discussion

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**Announcement: Meeting next week cancelled
(postponed until January)**

Premises

- Definition – The word “university” is derived from Latin and roughly means “community of teachers and scholars”.
- As individuals we may see “the university” mostly through the lens of our own area of scholarship. This naturally creates a bias.
- KU is a very broad university offering over 200 majors – all sectors have areas of strength.

More Premises

- Our range of “scholarship” includes the arts, sciences, humanities, engineering, etc.
- We are not here to defend our specific discipline or sector.
- We are here to work together as citizens of the university.
- Our goal is to formulate recommendations in response to the goal statement: “Enhance KU scholarship broadly with a special emphasis on areas of present and emerging strength to benefit society”

More Premises

- Our task requires each of us to exercise judgment and restraint and to help foster a climate where all participants feel comfortable contributing.
- As well trained and seasoned skeptics who bring the powerful tools of critical thinking to this task.

Revisiting and Refining Strategies

Two breakout groups were formed and charged with discussing the following assignment:

- What policies or strategies can and should be employed to enhance KU scholarship broadly?
- What recommendations should we consider making to the steering committee?
- How can we build support among faculty, students, and other stakeholders for whatever changes are proposed?

Strategies

Group I – 9

- Offer opportunities for “mentoring” all faculty, academic staff, graduate students and postdocs in all aspects of scholarship, i.e., writing publications, preparing proposals, etc.
- Revise tenure to focus on probability of future research productivity, not just past research achievement.
- Bring great people to KU, both faculty and students
 - Hire mid-career researchers with established and promising research programs,
 - Hire promising assistant professors.
- Facilitate and encourage opportunities for joint appointments and eliminate salary appointment barriers
 - Between two departments or
 - Between a department and a research center.
- Establish measures of success for each segment of KU.
- Introduce more differential rewards that are proactive rather than requiring outside offers to reward achievement.
- Post-tenure review should be more carrot than stick. The goal is to keep the best faculty.
- Be more open to flexible appointments vs. rigid 40-40-20.
- Fund risk-taking, interdisciplinary innovation via seed money.

Group II - 11

- Use more “carrot” than “stick” in KU’s effort to enhance scholarly activity to maximize buy-in.
- Formally acknowledge that the quality of KU’s educational mission (and especially the quality and nature of graduate training) goes hand-in-hand with faculty research productivity.
 - Seek more selective admissions at the undergraduate level
 - Support a greater percentage of graduate students as GRAs as opposed to GTAs.
- Provide initiatives to revitalize unproductive associate professors
- Create specific rewards for retention of highly productive faculty at all ranks before raids.
- Institute a formal proactive external review policy for all academic and research units.
- Make administrative burdens for grant holders less onerous and more efficient.
- Provide more transparency regarding allocation of F&A.
- Develop policies for facilitating collaborative, integrative, and translational science between KU-Lawrence and KUMC.
- Implement a formal policy for differential teaching loads
- Provide systematic mentoring of junior and mid-career faculty by productive research faculty that is clearly recognized by Chairs and other administrators.
- Provide if possible more resources or a more flexible means of reallocating resources to productive units and individuals.

Strategies

Group I

- **(1)** Offer opportunities for “mentoring” all faculty, academic staff, graduate students and postdocs in all aspects of scholarship, i.e., writing publications, preparing proposals, etc.
- Revise tenure to focus on probability of future research productivity, not just past research achievement.
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- Establish measures of success for each segment of KU.
- **(2)** Introduce more differential rewards that are proactive rather than requiring outside offers to reward achievement.
- **(3)** Post-tenure review should be more carrot than stick. The goal is to keep the best faculty.
- **(4)** Be more open to flexible appointments vs. rigid 40-40-20.
- Fund risk-taking, interdisciplinary innovation via seed money.

Group II

- **(3)** Use more “carrot” than “stick” in KU’s effort to enhance scholarly activity to maximize buy-in.
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- **(3)** Provide initiatives to revitalize unproductive associate professors
- **(2)** Create specific rewards for retention of highly productive faculty at all ranks before raids.
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- Make administrative burdens for grant holders less onerous and more efficient.
- Provide more transparency regarding allocation of F&A.
- Develop policies for facilitating collaborative, integrative, and translational science between KU-Lawrence and KUMC.
- **(4)** Implement a formal policy for differential teaching loads
- **(1)** Provide systematic mentoring of junior and mid-career faculty by productive research faculty that is clearly recognized by Chairs and other administrators.
- Provide if possible more resources or a more flexible means of reallocating resources to productive units and individuals.

Strategies Combined

- Provide systematic (formalized) “mentoring” all faculty, academic staff, graduate students and postdocs in all aspects of scholarship that is clearly recognized by Chairs and other administrators.
- Introduce more differential rewards that are pro-active rather than requiring outside offers to reward achievement.
- Implement a formal policy for differential teaching loads vs. rigid 40-40-20.
- Modify the tenure system to include a focus on future research productivity and a formalized post-tenure review.
- Bring great people to KU, both faculty and students
 - Hire mid-career researchers with established and promising research programs,
 - Hire promising assistant professors.
- Facilitate and encourage opportunities for joint appointments and eliminate salary appointment barriers between departments or departments and a research center.
- Formally acknowledge that the quality of KU’s educational mission (and especially the quality and nature of graduate training) goes hand-in-hand with faculty research productivity.
 - Seek more selective admissions at the undergraduate level
 - Support a greater percentage of graduate students as GRAs as opposed to GTAs.
- Establish measures of success for each segment of KU.
- Institute a formal proactive external review policy for all academic and research units.
- Make administrative burdens for grant holders less onerous and more efficient, including developing policies for facilitating collaborative, integrative, and translational science between KU-Lawrence and KUMC.
- Provide more transparency regarding allocation of F&A.
- Provide if possible more resources or a more flexible means of reallocating resources to productive units and individuals including the funding of risk-taking, interdisciplinary innovation via seed money.

Strategies

Provide systematic (formalized) “mentoring” all faculty, academic staff, graduate students and postdocs in all aspects of scholarship that is clearly recognized by Chairs and other administrators.

Strategies

Introduce more differential rewards that are proactive rather than requiring outside offers to reward achievement.

Strategies

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Strategies

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Strategies

Establish measures of success for each segment of KU.

Strategies

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Strategies

Provide if possible more resources or a more flexible means of reallocating resources to productive units and individuals including the funding of risk-taking, interdisciplinary innovation via seed money.

Driving Discovery & Innovation Goal:

KU will enhance scholarship broadly with a special emphasis on areas of present and emerging strength in order to benefit society and add

Characteristics:

- 1.Scholarship will be increasingly transdisciplinary, synergistic, and collaborative.
- 2.Innovation, strategic risk-taking, and long-term thinking will be promoted.
- 3.All forms of research and creative expression will be embraced in an expansive view of scholarship.
- 4.Research training and scholarship will be emphasized as part of KU’s institutional identity as an international research university.
- 5.Outcomes will be increasingly measurable, and include external validation and greater visibility.
- 6.Wider dissemination of knowledge will be achieved.

Strategic Actions	Timeline				Institutional Responsibility	Institutional Stakeholders	Charac (list # abc
	Fall 11	Spring 11	Fall 12	Spring 12			
1) Provide systematic (formalized) “mentoring” all faculty, academic staff, graduate students and postdocs in all aspects of scholarship that is clearly recognized by Chairs and other administrators.	1) 2)	1) 2)	1) 2)	1) 2)	1) 2) 3)	1) 2) 3)	
2) Introduce more differential rewards that are pro-active rather than requiring outside offers to reward achievement.	1) 2)	1) 2)	1) 2)	1) 2)	1) 2) 3)	1) 2) 3)	
3) Implement a formal policy for differential teaching loads vs. rigid 40-40-20.	1) 2)	1) 2)	1) 2)	1) 2)	1) 2) 3)	1) 2) 3)	

Rationale Behind KU Research Futures Initiative

- Observation by Arizona State University President Michael Crow:
 - Only a handful of national research universities (~ five) can do everything well. Another 75 will thrive by meeting niche needs. Together, these universities will obtain almost all the competitive federal funding.
- Only those universities which are flexible in their approach and which have clear goals and expectations will do well or have any chance of being among Crow's top universities.
- KU wants to be one of them.

2010

We envision that these strategic initiatives will advance KU in several important ways:

- Address emerging global grand challenges and societal issues where KU can have special impact;
- Build scholarly communities that challenge, engage, and inspire individuals from many disciplines around a common theme;
- Enhance KU's national and international visibility and impact;
- Engage and motivate funding agencies, foundations, state government, community, alumni, and friends to provide much-needed resources; and
- Provide our students with unique experiences that will position them as highly recruited and valued drivers and innovators of social and technological change.

Criteria

Possible criteria incorporating above reasons and deans' suggestions:

- Demonstrate KU's ability to have special impact on an emerging global grand challenge or societal issue;
 - Identify critical mass of intellectual strength already at KU in a thematic area and the recruitment [alternate language: facilitate additional collaborations] of complementary expertise at highest levels of excellence;
 - Bring together existing scholarly community on a topic that challenges, engages, and inspires individuals from many disciplines;
 - Engage and motivate funding agencies, foundations, state government, alumni, and friends to provide much-needed resources*[see below]; and
 - Establish learning opportunities that will position students as valued drivers and innovators of social and technological change.
- * For discussion: in our current economic climate, is this the most compelling argument for funding higher education rather than, say, children's health initiatives? More of an investment than a need?

“No pessimist ever discovered the secrets of
the stars or sailed to an uncharted land or
opened a new heaven to the human spirit.”
Helen Keller

