

VII. STANDING COMMITTEES

A. Academic and Student Affairs Committee

2y2d Update

For information only.

*Attachments*

Letter to Regents from Phyllis M. Wise, Provost and Executive Vice President  
Summary of 2y2d Focus Groups

Dear Regents,

The initiative "Two Years to Two Decades" was inspired by an email President Emmert wrote to a group of us in May, the day before you first reviewed the current budget. He noted that the current budget is not a "road map for the future," and that:

"We need to launch the process of drawing the new road map, the one that is going to get us through two decades of progress and success, not just survival. I need you to all start thinking about both the process for drawing such a map and the key elements that will be on the map. I want us to have a much better sense of how we want to proceed. Along with that, we will need a sharp statement of what we need to do and how we are going to do it. We don't have years to discuss this. We have months."

Mark also noted that we can't afford to think in terms on a biennium ("Two Years") but need to think in terms of "Two Decades." Thus, the Two Years to Two Decades (2y2d) initiative was begun. The people included in Mark's initial email formed a steering committee, who then led intensive focus groups in the fall. Today we have, in your binders, a summary of the reports from those focus groups to discuss.

When I convened this group, I stressed that this is not strategic planning in the traditional sense, but the development of what I called an "academic business model"--a combination of academic vision and resource planning. Such a model could allow the UW not only to remain a preeminent public research university, but perhaps to become THE preeminent public university over the next 20 years, in an era of reduced public funding. In doing so, we must remain true to our mission and values. Underlying this work is our assumption that the University's current business model is unsustainable.

The steering committee members are:

Gerald Baldasty, Vice provost & Dean, The Graduate School  
Bruce Balick, Chair, Faculty Senate  
Ana Mari Cauce, Dean, College of Arts & Sciences  
Sheila Edwards Lange, Vice President & Vice Provost, Office of Minority Affairs & Diversity  
Eric Godfrey, Vice President & Vice Provost, Student Life  
Norman Arkans (substituting for Randy Hodgins), External Affairs  
Paul Jenny, Vice Provost, Office of Planning & Budgeting  
Mindy Kornberg, Vice President, Human Resources  
Connie Kravas, Vice President, University Advancement  
Mary Lidstrom, Vice Provost, Research  
Linden Rhoads, Vice Provost, UW Commercialization Center  
Ed Taylor, Vice Provost and Dean, Undergraduate Academic Affairs  
Doug Wadden, Executive Vice Provost  
V'Ella Warren, Senior Vice President, Finance & Facilities

Focus Groups:

Diversity (led by Sheila Edwards Lange)

External (led by Norm Arkans & Connie Kravas)

Interdisciplinarity (led by Jerry Baldasty)

Learning (led by Ana Mari Cauce & Ed Taylor)

Research (led by Mary Lidstrom)

Technology (led by Linden Rhoads, Sara Gomez, and Kelli Trosvig)

I would like to take this opportunity to thank these leaders for the amazing work they did this fall in meeting with many member of the campus communities in focus groups and writing up their preliminary findings. We hope to offer this early information to the President Emmert, Randy Hodgins and others who will be deeply involved in the legislative session.

We will be going forward to draw many others into this and plan to have a full report by the end of 2011.

Sincerely,

Phyllis M. Wise

Provost and Executive Vice President

## Summary of 2y2d Focus Groups

### Common Themes:

- **Preserve quality. Become nimble.** Quality and nimbleness are central to success and quickly adjusting to changes in funding, student demographics, faculty retirements, the growth of distance learning, the omnipresence of technology, and the big problems facing society today (e.g., sustainability, global health). Quality and nimble responses are key to reputation.
- **Maintain the core.** Build on foundational strengths of department and discipline-based knowledge. Breadth is our competitive edge. Don't fix what is not broken.
- **Work Together. Form teams.** Create an even more facilitative, collaborative, interdisciplinary environment within and across schools and colleges and external stakeholders. Share space, services and best practices. Avoid silos.
- **Facilitate and Remove Barriers.** Facilitate ease of policies/processes, reduce administrative burden and collect input from those affected by new policies. Remove structural, institutional, bureaucratic, administrative, logistical, and technological barriers that serve as artificial constraints or hinder collaboration.
- **Reward and Encourage What Really Matters.** Offer incentives, remove disincentives and require accountability at all levels to support key areas such as collaboration, interdisciplinary activity, teamwork, diversity, entrepreneurship, and efficiency.
- **Learning is On-site, Online and Hands-on.** Combine the campus experience with online learning and in-field internships. Stress collaboration and problem-solving in teaching and learning, Integrate teaching technologies with face-to-face interaction. Offer greater flexibility and options. Focus on quality teaching, supporting faculty professional development and training.
- **Respond to Changing Demographics.** Develop strategies to respond to trends such as the coming wave of faculty retirements and increased numbers of Hispanic high school graduates.
- **Become More Diverse.** Expand definition of "Diversity" beyond only race and ethnicity. Recruit, retain, and support the success of a diverse community: students, faculty, staff, and leadership. The key to retention of URM is providing a welcoming, inclusive learning/working environment.

## Summary of 2y2d Focus Groups

- **Invest and Disinvest Strategically** in areas identified as prime for further development. Establish criteria for investment and build in ‘sunset’ provisions.
- **Foster an Entrepreneurial Spirit.** Encourage entrepreneurial alternatives to traditional funding sources. Partner with community, government and industry to secure/pursue resources. Link partners and support proposal creation to respond to Federal RFPs prioritizing diversity. Foster bottom-up problem-solving to find creative solutions.
- **Waste Not.** Reduce redundancies and inefficiencies. Leverage shared resources and minimize duplication of services.

### Sub-group specific findings:

#### **DISCOVERY**

*Key Themes: Flexibility, Nimbleness, Collaboration*

Discovery will entail fostering a highly collaborative, interactive research environment that is supportive, enabling, based on a foundation of fundamental research and resting solidly on a high quality faculty and single-PI labs. Include a variety of partners (at UW, at other universities, companies, foundations, other countries, and combinations thereof). Establish fewer but larger, cost-effective research facilities that are highly leveraged and cooperative. Non-traditional opportunities supported by a small group looking for opportunities and helping to write, submit and administer grants.

#### **DIVERSITY**

*Key Themes: Retention, Diversity More Broadly Defined, Welcoming Environment, Accountability*

Diversity in the next twenty years will reflect changing ethnic demographics, will require a broadening without diluting the definition of diversity, and will be the responsibility of all to integrate into daily activities. Improve access and retention. The central diversity unit will serve as a catalyst for action, engage the university community around diversity topics, be a resource for decentralized efforts and coordinate the many diversity-related activities and programs at UW.

## Summary of 2y2d Focus Groups

### **INTERDISCIPLINARY EDUCATION & RESEARCH**

*Key Themes: Collaboration, Bottom-up Initiatives, Key to Solving the Big Problems*

The future of interdisciplinary education and research will see faculty collaboration across disciplines and departments providing strong opportunity to address big social problems, anticipate emerging fields, and build on departmental and discipline strengths. Interdisciplinary approaches will be key to understanding the biggest societal challenges and finding solutions in the coming decades.

### **LEARNING**

*Key Themes: Quality, Engagement, Access, Renewed Attention to Crafting Pedagogy, Coherent General Education and Interdisciplinary Breadth, Curricular Links, Virtual and Face-to-face Learning Communities*

Teaching and learning will focus on relationships and engagement; rest on innovative pedagogy that meets the needs of diverse students; incorporate virtual and real-time learning communities, online and emerging educational technologies; and focus on interdisciplinary options and alternative ways to access traditional degrees, alternative degrees and certification. Excellence, access, and a commitment to diversity will be essential as demographics shift. Explore innovations in recruiting, retention, and advising as well as provide faculty professional development.

### **TECHNOLOGY:**

*Key Themes: IT for Teaching and Research, the Rise of Distance Learning, Collaboration Tools, Interaction and “Warm-ware” (i.e. people)*

As more content goes online and research problems involve teamwork, the role of technology will be to integrate virtual and face-to-face collaboration, facilitating fluid research teams and flexible educational models. More flexible models are likely to emerge in which some undergraduate courses can be delivered more online. Identity, brand, credentialing, a climate of discovery and the college experience will be key distinguishers for students in an age when course content is available online. Specific technologies are less relevant than the content/interaction they provide; data will gain importance as an institutional asset.

Management of data and information, for research, teaching, and administration will be essential to be competitive, and to measure progress, performance, and accountability.