

Goal I: Foster scholarship, discovery and innovation

December 5 and 7, 2017 Sessions

Two sessions were held with faculty, staff, and students to brainstorm and discuss Goal I. The session started with an overview of the Strategic Planning process that is taking place during the 2017-2018 academic year. After the overview, Susan Martinis, the Interim Vice Chancellor for Research, provided a presentation that highlighted the campuses research accomplishments over the last several years before groups began their discussion and brainstorming.

Groups were asked to answer this question: **“What ideas can help the University build on its strengths - to foster scholarship, discovery and innovation?”** (Ideas could be **brand new ideas**, **revision** of something that is already occurring on campus, a **renewed focus** on what is already being done on campus, an **expansion** of something that is currently being done.)

First, participants responded individually on small sticky notes and then worked in a together with table mates to group the ideas into the previous strategic plan goal categories. Then, groups were asked to identify their top three ideas. Directly below are the top ideas from the various groups, and below these ideas are the full list of ideas that emerged from the brainstorming.

Ideas that the groups favored

- Create / Enhance Interdisciplinary Collaboration and Knowledge
- Initiative for Interdisciplinary Collaboration
- Make interdisciplinary achievements part of the criteria for program review and other campus processes for ensuring connective expertise
- Cluster Hire – Faculty movement across disciplines
- Foster and Enhance Cooperative Initiative at International Partners
- International relationship themes – global, incorporate studies in other disciplines- flexible – area studies – Reimagine supports and implement area studies
- Change international presence
- Center for International Engagement
- Data and Society in Illinois focused on Data / Society Issues in the Midwest
- Experimentation Arts Laboratories / Faculties and Institutes that provide flexibility and possibilities
- Seeking Social Justice with Research, Innovation and Education
- Create agile university
- Explore how education happens
- To solve Alzheimer’s disease and related diseases of aging
- Build Humanities Commons (see report)
- Maximize the capacity of Carle / Illinois College of Medicine for joint research efforts that emphasize engineering as well as other key initiatives / units – social behavioral sciences and other Allied Health professionals
- Continue to invest in transformational Seed Grants (non – specific)
- Improve our communication with the public across all disciplines
- Remove administrative barriers to transformative scholarship, discovery, and innovation

Comprehensive list of ideas from the group

a) Align our resources and academic and research units to best capitalize on our scholarly synergies across the spectrum

- Fully fund the SBSRI
- Remove rules that allow groups to meet for reimbursed meals
- Continued investment in campus-wide social science; not fully developed yet
- Change incentive system so that innovative faculty don't need to get a competing offer to get a raise
- Change policy to allow on-campus sabbaticals (allows more people to e-tool)
- Hire in strategic areas to build on existing strengths
- Hiring initiatives that are explicitly interdisciplinary
- Better integrate PRI researchers into academic units
- Reward interdisciplinary collaboration – P+T, grant money
- Find informal ways for faculty from different disciplines to interact – virtual water cooler
- Foster cross-pollination what librarians do – “Have you heard about Professor X’s research?”
- Bigger seed grants, cross campus, all ranks – multi-disciplinary ok, but not required
- Foster faculty interdisciplinary collaboration – see grants agnostic of your home college
- Provide seed grants at the campus level for interdisciplinary research (not just through institutes)
- Highlight the openness of this campus to interdisciplinary research
- Small group meetings with faculty of OVCR to discuss near funding opportunities
- Rename “Research Board” as either “Research Incubator” or “Research Investment Board” and increase its funding
- Continue supporting gaining expertise in a second discipline
- Critical thinking / Ethics / RCR / Digital Data Literacy
- Advance Biomedical Computation Devices and imaging
- Let’s solve Alzheimer’s disease! One example of a grand challenge
- Cancer center – let’s do it!
- “Grand challenge” preliminary data resource (specific example of seed grants)
- Interdisciplinary seed grants
- Review initiatives started during last 25 years – shut down unsuccessful ideas and redeploy resources – use process like basic closing – negative present value projects corporate level
- Change incentives to teach undergraduates: a) Create larger resources from tuition by expanding student body; b) Differential tuition to high demand undergraduate programs. Leverage undergraduate placement in business school
- Train faculty in “entrepreneurial” and Reward it
- Interdisciplinary undergraduate programs – remove disincentives (e.g. cross list, IU. Too much silo-ing overall)
- Non-TT spousal hiring - teaching faculty, research faculty
- Better integration of Carle and UI faculty
- Expand Allied Health areas / professions to promote interdisciplinary research
- We need social behavior science people at IHSI
- Include more social behavioral science at Carle – more representation

- Integrate Health communication perspectives, theories, research with Carle College of Medicine
- Let's solve Alzheimer's – med school, social behavioral science, architecture, arts / humanities, language, education
- Develop databases infrastructure for research participation recruitment EMR
- Support strong relationships with a wide variety of industry partners
- Strengthen post-doctoral research support mechanisms
- Support interdisciplinary research initiatives through pilot grants and seed funding
- Fund interdisciplinary PhD programs, especially in ethnic studies and gender/women's studies
- Look beyond numerical metrics for other meaning of value
- P+T –How to define impact? – start up activity, interdisciplinary work, service
- Venues for interdisciplinary research – train administrative staff as well as faculty, students (researchers) to deal with odd charges and departmental splits
- Hire more tenure-track faculty
- Set goals on reducing administrative costs for investment in academic initiatives
- Revisit structure of IUS to recreate / reimagine incentive
- Raise faculty salaries in areas for leading scholars
- Minimize systems / maximize admin efficiency. This is big and has been tried in many versions. Lots of starts and stops
- Expansion of sustainability initiatives to include resiliency
- Enhance understanding of research among units
- Collaborative center in health that has ties to other universities and organizations on research areas lacking on this campus

b) Strengthen the visibility and impact of the arts and the humanities

- Administrative structures that afford faculty adequate time to pursue initiatives - uniform release time policy to foster initiatives
- How to create faculty time to engage – lessen bureaucracy, different kinds of buyouts
- Release time for innovation, whether group or not
- P+T criteria that permit participation in non-traditional initiatives
- P+T criteria that permit local public engagement to count
- Establish an FAA Public Engagement in the model of extrusion
- Medical humanities
- Speculative futures
- Computing: Bring CS/ECE/NCSA know-how to areas now ready for transformation: ag, social science, etc. (e.g. hardware / software)
- Community arts for seniors – Krannert, social behavioral science
- Build / develop humanities commons proposed by working group (previous strategy plan)
- Strengthen media profiles for research at Illinois – WILL and beyond
- Prepare grad students for positions that don't exist Public to Hum- job
- Provide grad students with experience related to Student Affairs
- Create more co-curricular learning – partnerships with Student Affairs (e.g. applied research, counseling- career, leadership, resilience, etc.)
- Create more spaces for theory to practice in program evaluation and assessment / opportunity to help grads develop early experience
- Train grad students in the public humanities
- Educate upper level administrations in what the humanities, arts and social sciences do

- Increase funding opportunities for graduate students in the summer
- Develop internship program on campus (e.g. behavioral science student interns in engineering lab)
- Fund humanities and arts departments fully
- Bridge (remove) Green Street Divide
- New KCPA Experimentation – Arts Lab Residential
- Build facilities or institutes that support unusual partnerships – communication org and arts, neuroscience and embodied practices
- National lab for choreography thinking
- Arts Humanities central to difficult conversations and issues
- IHIS – Embodied practices into communities
- Data cultures and the arts (as separate from the data science initiative)
- Support for entrepreneurship (SMEs) and humanities arts and social sciences

c) Develop stronger infrastructure to support scholarship and innovation

- Create more collaborative relationships with the IRB
- Support open science publishing
- Deal with procurement once and for all
- Structured center for advanced study, like Stanford
- Fully fund data science initiative: Computational support for non-CS faculty, research academic professionals
- Maintain facilities that support transformation research
- Rethink the appropriate scale for managing grants / contracts and cluster computing
- Main library – scholarly commons as a model for other kinds of support – computing, grant proposals
 - Statistical analysis
 - Publishing
 - Data curation
 - Analytics
- How can we leverage the Illinois Experts database
- Improve library web access
- Improve opportunities for new faculty to make connections (e.g. social and/or intellectual gatherings for assistant professors)
- Have colleges hold back a portion of raise funds (always) so merit-based raises can be done
- Post-docs – Path to independence awards – strategic themes (campus-based)
- Find interdisciplinary post-docs, align with strategies
- Embed students in all aspects of research enterprises within our partners – health care, corp
- Think about role of HASS money; right now process isn't transparent
- Design center for faculty
- Facilities for sustainable software
- Train faculty in all areas to communicate across disciplines and methods (to collaborate and innovate, we need to be trained how to talk to each other)
- Enhance laboratory facilities / access
- Research infrastructure expansion – college level – grant writing / prep support
- Develop venues for faculty and students to come together in novel ways to foster (but not force) interdisciplinary ideas

- Forum or online venue for presentations of faculty work that is accessible to students
- Social opportunities for related disciplines
- Leverage student life resources and expertise in grand challenge courses
- Continue and grow undergraduate research opportunities
- Leverage interest in Data Science to support student success and retention
- Support university conferences (funds and staff support)
- Complete cyber infrastructure master plan
- Formalize faculty hiring and onboarding (e.g. formal timelines for space requirements)
- Revisit / Revise “Cluster Hire” Model to make it adaptable to different practices / relative in different units / colleges
- Intersections embedding fields into other fields – Cluster Hires – reevaluate and learn from mistakes
- Faculty movement across discipline
- Remove budgetary and curricular impediments to interdisciplinary work
- Make accomplishments more visible marketing – building relationships with media, especially local
- Continued development of technology to support interdisciplinary collaboration
- Increase the investment in seed grant programs targeted to associate professors

d) Intensify our international presence

- Release time for international collaboration
- Offer free “taster” courses online from attractive areas for international students. Incentivize faculty to do this
- Global Food security – impact emerging workers. Show Illinois leading in feeding the world, 3rd world health. International extension Vin data
- Identify problems / opportunities from regions far away
- Sponsor faculty spending time in industries and spending time abroad
- Train faculty and staff in how to best support international students
- Support international travel for faculty
- Coordinate visiting international scholar programs (junior and senior faculty)
- Collaboration with international orgs, arts
- Reinvigorate support for area studies and languages
- Support for international global studies at the ground level, smaller yes + area studies centers
- Foster and enhance cooperative initiatives with international partners

Other

- Capitalize extension
- OLLI
- Orpheum Children’s Museum
- Faculty “service” includes – advancement (cultivating donor) more synergistic with research
- Foster undergraduate research everywhere – independent study, BS honors thesis
- Make existing resources easier to see, understand and navigate
- Campus cleaning house (well-designed web page) highlighting talks on campus
- “We don’t know what we know” – big decentralized campus, nobody knows “everything”
- ICR policy is a disaster – allow more flexible negotiations with private companies / non-profits
- Fix budget tracking system across campus – smaller units need to know best practices

- Better vehicle for sharing best practices for research administration
- On-site child care to help faculty have time
- Continue to create policies and practices that support women
- Maintain support for dual-career hiring
- Better representation of socially useful work
- Appropriate unit-level cluster computing and grant management assistant
- Consider how campus is viewed and understood by taxpayers in the context of current culture wars and effect on public funding and support
- Open access, open data -> promote
- Information: How is the University's IT, library, etc. influencing academic programs to incorporate "big data", electronic information survey (e.g. data analysis)
- Data -> not coordinate research, more synergy for
- Redefine what is agriculture by understanding where it is today
- More Interdisciplinary programs
- Life sciences strong in grey areas (micro, environmental, plant) but not well integrated. How to synergize / not compete with health. Global life science sternly
- Think and work beyond faculty and students when we think about research (staff, ac pros)
- Foster a culture of respect for diverse expertise – unique knowledge
- AP? Growth development scholarship engagement
- State what values ground our goals (e.g. ethical, communication, etc)
- Implement promotion guidelines focused on specialized faculty contributions
- Foreground social justice at all levels of University and its work
- Leverage diversity of state of Illinois which is representations of US people as grounding for diversity initiative
- Capitalize on research and teaching and service for older adults (aging society)
- Update outdated metrics (systemic discrimination) teaching levels
- Ensure that undergrad education is accessible to all
- Work on getting a new mascot (signal a welcoming campus for people of color)
- Provide seed grants for diversity initiatives similar to others Provost seed funds
- Have dedicated communication staff person in each department (for website develop, online presence)
- Fostering interdisciplinary ethics, social work impact – Work on communicating research in clear, accurate, exciting, responsible ways to colleagues and public
- Develop methods for better translation and dissemination. Language start-up
- More transparency in decision making
- Develop better relations with labor unions on campus
- Phase out departments on campus that aren't successful
- Identify strength and build on those
- Native American studies – Fully support programing / hire infrastructure
- Advisory boards for shared governance at strategic areas
- Safeguarding students' academic research and financial well-being