

5HFRPPHQGDWLRQV IURPF WKWMXSHDVG HRPUNLQJ \*URX  
, QWHUGLVFLSOLQDU\ (GXFDWLR  
DQG &UHDWLHYH :RUNV

## 7DEOH RI & RQWHQWV

, %DFNJURXQG DQG 3KLORVRSK\  
% .QWHUGLVFIWSIOHLQJXHLOWF 8DQGHQHMLWLQJ WKH 3XEOLF \*RRG  
& & DPSXV 3HUVSHFWLYHV RQ ,QWHUGLVFLSOLQDULW\  
,.QWHUGLVFLSOLQDULW\DIQG 5HVHDUFK  
\$ %ULQJLQJ .QWHUGLURQWS DQGD&JLQWHU  
% & UHDWLQJ WKH & RQWLQXXP RI ,QWHUGLVFLSOLQDU\ (GXFD  
& .QWHUGLVFLSOLQDU\ 6WUHQJWKV %XLOGLQJ RQ R  
.QWHUGLVFLSOLQDU\ 6WUHQJWKV  
,,& UHDWLQJ VXVWDQG QDDENLQQJWRQ RXU FKDOOHQJHV  
,9& UHDWLQJ D %XGJHWDU\ 0RGHO IRU & DPSXV WKDW 6XSSRUWV ,  
9 & RQFOXVLRQ

## Committee Members

- LP : KLW@WHULP 'HDQ \$&RVO/OHQ\$ BFLHQFHV / HDG  
: DOHHG \$EG'DOBTWWRU &, 5(6 DQHGR3UQSHKV & QOOHJHF LRHQFHUVV DQG  
OD[ %R\NRII \$VVRFLDWH 3U(RSIH'VIRIBWRIW6 &H QWDHQGLRHOFRJH  
3ROLF\  
\$QGUHZ &DODEUHVH \$VVRFLDWH PHMDQQRG 5HADQ&DWTW 03URJUD VVRUR  
6WXGLHV &0&, 0DUJDUHW & &DPSEHOO 3URYRIVQJ 3URHICWVCFUKRRODRJIN% XVLQHV  
6KDURQ &RCOIRQHMVRU HUH6R&BOWV DQG 6FLHQFHV  
- DFNLH (OOLRW \$VVRFLDWH 3URIHVVRU DQG &KDLU &ODVVLFV  
2OLYHU \*H\$0VDRQGLDWH 3URIHVVRU 7KHDWUH +DXQDQQLYQLHVWUSIPR'JLWD  
/DUWHYLQ\$VVRFLDWH 9LFH ,&KDDQGH&QDR2IILRFURQI7HQFHQRORVJL  
- DQD OLOIRUG 3URIHVVRU QMF&BQDFHDE RQJ(LQHSSDQHIGQ&FD&QFHV  
6WHIDQLH 0R3QREIRUVQRU 6RFLRORJ\ &ROOHJH RZ \$WVQVWVWVWVWVWVWVWVW  
6RFLHW\ 3URJUDP %, QKDWVLLRXWD 6FLHQFHV  
9DOHULH 2WHUR 3URIHVVRQX F0DWIKRQQ G F6KFRHQLRRA X(VGIXFID WILURHQFWRU  
/HDUQLQJ \$VVLVWDQW 3URJUDP  
0DUWKD 3DOPHU 3URIHVVRU RI 'LVWLQFWLRQHQIEQVX IDVQGLFANK H&RHOOH  
DQG +XEHW (QGRZHG \$XRMVHWWVREWHQF&R P&ROOHJH RI (QJLQHHULQJ D  
.ULVWLQ 3RZHHOFWRU RI , QMGHKUFQMLFLQSO%QBJWHRQWLHUV , QVWLWX  
.DUHQ 5HJDQ L VWDQW 9LFH &VKHDQFHIOORQJIRYUDWLRQ 5,2  
- HQQLIHU 6X6H0QQLYRDUQ \$VVLVWDQWVWVWVWVWVWVWVWVWVWVWVWVWVWVW  
/DZ  
7DPDUD 6XPQHUFWRU , QVWLWXWH RI &RJQLWLQG6&RHQEMWLJURIHV  
6FLHQFH  
.DWKDULQH GXRQILQVVRU (% , 2R, 007\$5 R& \$UWV DQG 6FLHQFHV  
(YDQ 7KRP\$DWRFLDWH 3URIHORIRWHQV&RQWILQHILQJL\*QRE&RDO(OHJJH  
(QJLQHHULQJ \$SSOLHG 6FLHQFH  
+HLGL 9DQ\*HQGHUHQ &KLHI 6XILWBLRQDWKELQVFRWILQHODWQDORWUXUH  
6XVWDLQDELOLW\

## Ex Officio

- HII &R\$URIHVVRU RI (QJOWVHVDQ&RQ&FDQLRQF\$UWVWRDQG6U6BILIH 3URY  
BQCK\$MV RPIPDVQ 9'LLFH&WBRQFRHIO6ARWUDWHJLF 3URUHFVWV %, <-í»μ8~,0 TD

, % D F N J U R X Q G D Q G 3 K L O R V R S K \

\$ ' H I L Q L Q J , Q W H U G D Q I G L S K O L Q D U , P W R U W D Q W I R U 8 V

7 K H \$ F D G H P L F ) X W X D Q M S W R F F O H V D U P W K D W W K H F D P S X V H Q G  
H G D F W L R Q U H V H D U F Z R U D N Q G V F D H S D U W L R P S X M T R K U H W K H S R D W V W D  
W K D W W K H \$) F R P P L W K V D H P S X R X G Q R G H W K \$ H M L G I P V F L Q S Q I Q Q N D U L W \ D V  
Y D O X H L Q R X U H W D H U D F R K K L Q Q G U F H V H D V D L O Y Q M R Z R D I Q O D S Q G W S B Q G  
R X U V W D W X V D V D R G U Q L D Q P W F I U F G H L Q M F H S U O H V Q H D D W F W H D D Q K G N Q U H D W I  
E \ H O L P L Q D W I H Q Q J M A R P S W H K S D I Q Z G R B \ F O H D J U O M K H W V D N B A U G H L E Q  
O L Q Q N L Q F W K H V D Q P G W M L K R H Q I R I L W H V I L & & / W D L V Q E X V I L O W X V D Q  
L Q W H U Q D W L R Q D Q R U Z L S Q X W K D R V Z L W Q G R R U L X Q R A U H N U G Q V R F U I S J Q L Q Q D D O U  
S U R G X F W L Y H Z D \ V T A K B I H S E U S D U W R H F G H V W K L V V X F F H V V E X W L Q V L V  
U H W X S R Q R X U O D X W H U O H Q J M A K R R X Q V G D H Q Q G R E Q U M S C O W Q D U \ H I I R U W V  
D I I L U P W K D W Z H Q H H G D M P B X H P S W R Z P I R I U R H X H D Q V L Q L W H F Q S D J I Q D U L W  
W R M J K H G X F D W L R C S D Q E G R F O U D H U D W K L Y H Z R U N

, Q W H U G L V F L S O L Q H D U W L Z Y R H U V N H D D Q G K F O U X H E B Q L G R L Q V W W L Q H F Q J L W K V  
D W & 8 I R U G H F D I G H L V D V Q L Q Q K D V Y E H F R P H L P S R U W D Q W J R D O V I R  
L Q W K H O D V W G H F D V K G X H Q W S R D M M H W Q R V S R U V D V Q F F L H S Q L Q D U \ D S S  
I R U F R Q W U L E X W L H Q G J D M Q R G Q M H Z F U Q H R D Z V L Y H S U R E O H P V R O Y L Q J  
L Q W H U G L V F L S O I H Q V P U I P W D Q L V Q D G V X I S J S W O R Q G W I W H K U I Q Q W G B I R S J O H  
G L V F L S O L Q H V D Q G E R P I E \$ Q I D Q V H V R Q V F R Z I G

LQWHUGLVFLSOLQDPRUSCLHQ TDXQUH[SRUWH[LQ WKH KLVWRU\ RI OI  
H[SHUWV EULQJLQJH WQRXJHEWKHRI DS KORDSO\ GLR\PF LGSLQ LQHVV WR W  
FRPPRQ SUREO\H\W :UHHHF RWIKQDW WKHUH DUGHL VOFRLSJO\ WQHDQ \IKOQJ  
LQKHUHQWO\ LQWHUGLVFLSOLQDU\ FODVVLFV IRU H[DPSO  
ZH FRQVROLGDWH YDLUHZR XQVS\ LDQW\ P\H\QDQ\Q\ QWDIPQW\ RIOHF,I  
LQWHUGLVFLSOLQDU\ WDWDV\ BQ UQJRW\ W\K\B\B\Q\U\H\ DQG FHOH  
LQWHUGLVFLSDDO\DLW\Z\RGUNIHQLQJ IRUPDWLRQV

2XU JRDO LV WR DFKLHYH LQQRYDWLYJH WRRO XMS\QRQWHDQ\GF&  
SUREOHPV DQG TXHVHW\VR\Q\G TSUHD\SWRFH RI LQWHUGLVFLSOLQH  
RIWHQ FRPPXQDO \H\QGLQHM\K\Q\W\B\RX\Q\GID\W\K\R\Q\WULEXWLQ  
GLVFLSOLQHV 6RPH UHVHDUFKHUV KDYH DUJXHG WKDW DC  
FUHDWHV DFKDQJH ILQD\W\K\ZHR\U\K\IRW\DH\Q\G\OP\PHD\W\Q\O\MRQHZ  
DSSURDFKHV WKRXJK \W\K\W\AL\DSQJ\X\PH\W\K\W\W\KUDGW\W\RLSOLQD  
HIIRUWV EHFRPH \W\Z\DGQ\W\J\H\GS\O\W\Q\DUQ HVHDUFKHU5À0 P€pÀ0  
00R \E`p8ZRI WKH FO\ LQWH\W\PUÀ°\%`À0P FHO

SXEOLF & VHUYHQDUDQHWRHWNGLVFRQBLWNHHVVLDDQJRSUDRGEODHP  
WKDW VRFLHW\ ILQGV PRVW UHOHYDQW  
5HFRJQL]H DQG DIILUP WKDW HGXFDWLZRKHLSWXEBOQFLV D







" 0HPEHUVKLS FRXOISVILQOFWDXVGHYHMSIWRFDQIBJFK DQGRIRQOVWFL  
DV ZHOO DV RWKHU NH\ XQLWV RQ FDPSXV  
" 7KH XQLW FKDPSL RQWZKLHO Q HZRURUZL WBDHWVHWD EQUVEKUD QJ  
DERXW VKLIWV LQ FLXRCQMDXOUFHKDQGHRSZENWMDKMLQ WKHLU XQ  
" 0HPEHUVKLS FRXOGLRQFVOXQG RSGWHDWQGHPLSQHUVWUUDWRLPYHD  
XQLWV H J HQURDQOOPHQWQEGMGAHAWUDWFLQDWLHV RS  
" 'UDZLQJ XSRQ WKH QFHDFWZRUUNZDQKG SXUVRDQYFRIDPDEHFWL  
DUH FKDUJHG E\ WKHLU XQLWV ZRWWRKDRBXQRFDO LPSOH  
LQWHUGLVFLSOLQFRURUWGWQDWHRQDRQGRQWNUGLVFLSOLQD  
" \$GGLWLRQDOO\ IURSPUHMHQDWDFKL BQGI ,\*QORRYXDDWILRQFVKRKR  
DFXOW\ \$IIDLUV DQIGS RHQWKHLUWQHDQFRURQGHQFRVRXWIGIFQRDQW  
DQG VXSSRUW IURP FDPSXV OHDGHUV

7RJHWKHU WKH & KDP SDLWRQRIQG WCKVHH2000ZHRUFL SJQHSQDHUH1QHWF  
LQ DOO DVSHFW\VDQGKDHWFDDQDOFORPHYSHUIGKHOHQEVHUYHDMHDOQGRYHU  
FDPSXV FKDOOHQJHVH E\UH\BWLHQDPDS\RLRGHOO FRUJH GILM\HFOQJ WHD  
WHDFKLQJ HVWDEOLNRKLLQJQDSISLQJD\K\H\W\U\W\I\RQ\QRRXQUB\B\V\W\K  
LQFOXGHG LQ LQ\U\H\B\U\G\B\U\ FDSQLFQHUUQ\U\W\U\DL\Q\H VQHRFUH\G\B\U\I  
LQIUDVWUXFWXUH WR VXSSRUW LQWHUGLVLFSOLQDU\ZRUN  
WDNH RQ VRPH RI WIKRHQDROUHDIPRSXXQGDWD\Q\Q\JHJUW DWXLFYKH DW H  
WHDFKLQJ VSDFHVZLWIKHRQDQWQHIDQKG RGQVRS\B\B\W\XQGLXWIDHML  
VROXWLRQV WRKF\K\B\K\H\Q\J\H\Q\J\Z\Q\G HQUROOOPHQW

% & UHDWLQJ WKH & RQWLQXXP RI ,QWHUGLVFLSOL

,Q JHQHUDO ZKHQ ZHF\W\DO\N FDFEP\RS\XW WHKQ\WXRUNL QZHD\WUDQ RY  
RI WZR RU PRUH \H\U\FR\Q\W\H\Q\W\VR\U\Q\W\RXUVH D SURJUDPRU  
SDUWLFXODU FRXDQHMVDI\HR\W\DXV\K\Q\J\H\U\I\B\U\X\Q\J\W\Q\R\B\I\R\B\FF\K\U



( Q Y L U R Q P H Q W D O 6 W X M G K L H P M D W \$ I S F S V O L & H G D O X D L F W Q W G Q R L W K G W  
K D Y H L Q W H U L G V D F W S V O K Q D F U H Q W H U Z F R X O M G K W L E L S B W N H W K H L  
H Q J D J H P H Q W D F U R V V W K L V F R Q W L Q X R R U D H V Y L D M O X I O V H D G

\$ F D G H P L H V > 6 H H % H O R Z @

% L J , G H D 7 H D F K L Q J \$ F D G H P L H V D F R X Q M M H L U M S D U H W W W R R X U

Recommendation: The campus should establish Academies, the education equivalent of research institutes, to serve as a hub and community home for large interdis<0510057004C004it9.rTw -18.62 4C004ec 0.002 Twmes.0 1 Tf -0.0003 Tc 0.08999 -3.965 T02

" 2 I I H U V D G Y L F H D Q X G G W H X Q S A S R U W D W J R K V D Q U A I P R D U M Q U W F L K S O P L K Q V  
L Q W H U G L V F L S O L Q D H W L R Q D M R D Q G Q G I V R H D W F K R S S R U W X Q L  
" % H F R P H V D F R P P X Q I W V E I R W K V Q M D V F H I S Q G V L F Q L S Q U Q D U \ D V  
Z H O O D V Q R Q G H J U P H Q L O S D R Q H M U A L R D Q D O O H D U Q H U V H W P

\$ Q L P S R U W D Q W W H Q N M K B W \$ W B Q H P L Z H D Q G Q T W E H P Y H U \  
\$ F D G H P D L U H H V U H V H U Y H C Q W R H W G I D V U F J L H S O L Q D I B U W Q X F D X V S S R Q D Q Q Q J  
L Q W H J U D W H G D U U D S B R J H G D X F V D W G L H R Q D H D H W B D Q G Q W R W D E N V S W R K Y L  
L Q R W K H U Z D \ V H Y L G W B Q R F X H U K W L L Q I G F L D W H V P D M R U V D Q G P L  
G H V L J Q H G W R U H S O D F H R U F U S R U Z R G I U R D K P W J L B Q M M N U G \$ A B G S H O P L Q D  
D S S U R Y H G E \ D S U R F K H V & K F D P I S D L V R I Q G W E K D W H J X O D U L Q A O K G Z H V  
L Q F O X G L Q J H [ W H U Q D O H Y D O X D W R U V

: K D W G R \$ F D G H P L H V Q H H G "

" / H D G H U V K L S H J ' L U H F W R U & R ' L U H F W R U V  
" ) D F X O W \ \$ G Y L V R U \ & R P P L W W H H  
" 6 W D I I G H G L F D W H G V W B Q H H Q W V Q D J Q R G X K H O O L S V L Q B Y W K U H F R E R H P P X  
F D P S X V R E V W D F O H V  
" ) D F X O W \ V H U Y L F H W L P H D Q G E X \ L Q  
" , Q F H Q W L Y H V I R U G H S D U W P H Q W V D Q G R W K H U X Q L W V W R  
W X L W L R Q F U H G L J W D Q W W L D Q J D D G E R L O W H M E K F R K Y L Q J Z L W K I D F X O W  
L Q V W U X F W R U O L Q H V

% L J , G H D & U H D W L Q F J H D I R D U 6 N W H W G S H Q W & U H G L W + R X U V

Recommendation: The Provost should change the student credit hour (SCH) model for campus to allow faculty, both tenure track and non-tenure track, to retain a fraction of those hours as currency to be used to pursue individual faculty & graduate teaching load.



& , Q W H U G L V F5LHSVHLDQDFU6 FDKQRG D U V K L S % XUL O G L Q J R Q  
( [ L V W L Q J , Q W H U G W V FLSJOWLQD U \

7KH 8QLYHUVLW\ R G & QLRVIDGWR H%RQDOV L R Q D O O \ U H F R J Q L ] H G  
UHVHDUFK EDVHG ODUJHO\ WKRXJK QRW H[FOXVLYHO\ R  
, QVWLWXWHV DQGFFHQW HRU WV K7K HQ VLXW\ QDXW HWR PLQWSLPUW ZLW  
RQJRLQJ VXSSRUWV RHPGDQDQD JEHQFR PH D U H F R J Q L ] H G P R  
SURPRWLQJ LQWHUDQWV L S QELQDWK HVFOXXSOD M W W A K Q D I V L W V K I  
QRWHG WKDW PRVWLQWMLKHWLHHWB QHFFKDQBS Q VR IDVQIOHLQDWK U D  
VFLHQFH DQG HQJLQHHULQJ GULYHQ GQ USHDFUWLREQ VWKUHUDHWT  
IHGHUDO IXQGLQJ RSSRUVWQQUWDNVLQJDIEFMMIULWVWQDIQQ WHUG  
RIIHULQJV DFURDVPSWKW H WHQDNFLKULQF ZHOO EH\ R Q G WKH UHVH

2XU JRDO LV IRU WRHV XQSRLHVVWVWHS B Q RVDIUKH D UDQDG S D D D G L  
LQWHUGLVFLSOLQFDUH DUHVYHD QRQINDQVFLQJ DQGQG V WLQJ WKH V  
RI WKH HQWLUH FRQWDOQXXWK \$ GQIPVSLV VKR XOG ZRUN WR F  
WUDQVSDUHQWO\ FRABQVFLDQWVQVZHNQWDDQE @ HVKHG : KLOI  
KDV EHHQ VXEVW DKQHDLVHDZ RI NQL QWWF RHPQW HWRV FWRQ\$QWN F W  
ZRUN RI 5,2 DQG WKHR RQD GPXRDUHZQFU N FRXQOIGWE FRQPRQHWZRK  
IRUPLQJ , QVWLWXWHV DQG SHUKDSV RWKHU NLQGV RI FRQI  
VXSSRUWV UHJXODHWV HDQGHZRWKH QMOWHLLWGLHWF L S Q E Q Q GLQJ  
LGHQWLILQJFULWMPWLDRDQVGXQHAKWQDQLQJ SURJUDPV

% LJ , GHD & UHDWLQJ DQ , QWHUGLVFLSOLQDU\ , QFXEDWRU

Recommendation: CU should create an interdisciplinary incubator, a physical space where teams of faculty could be co-located for 12-24 months to catalyze progression a targeted theme of research, scholarship, or creative work. The definition of interdisciplinary would have to be very carefully constructed to include multiple paradigms from across the campus, particularly ensuring that areas of study that do not have significant

W K D W W K H L Q W H H U F G V L V Z F R L X S O O G Q E D H U M X P I S M N K W D L Q W F X I S D G V X U R L Q Q J Z L W  
U H W X U Q L Q J W C R H V S B H Q W V K B P W H W K H H Q G F R Q W K G X S H H W K R H G Z W B R N  
W K H L U W H D P J R L Q H Y I H R W Z D V W C Q H E R Z U R R Q P L P R L W M / Q P S H U R M H F W V V  
K D Y H D Q L P S D F W R Q I D F X O W \ D Q G V W K X G W H Q V E M L P Q R J Y D Q J R I Q R J U Z I  
D G P L Q L V W U D W L Y H H W H R X W W R X Q H D Q G H S D O P G W E L H F I F S D P V S H R V Q V Z R X H

& ULWHULD IRU FRQVLGHUDWLRQ FRXOG LQFOXGH  
" : KDW LV WKH FKDOOHQJH WKH TXHVWLRQ RU QHHG"  
" : K\ GRHV LW UHTXLUGH DQ LQWHUGLVFLSOLQDU\ DSSURDFK  
" : K\ LV QRZ WKH WIRJ\ SWUW\ K\ WKLV ZRUN"  
" : KDW DUH WKH RS\ RUHW\ XQ\ \WW\ B\ H\ W\ \Q\ \L\ Q\ J\ \D\ O\ J\ \L\ R\ S\ D\ F  
VFKRODUVKLS SXEOLF UHVHDUFK RSSRUWXQLWLHV"  
" : KDW L\ \W\ Q\ K\ H\ L\ W\ WR L\ Q\ F\ U\ H\ D\ V\ H\ G\ U\ H\ \\$\ \W\ \D\ W\ L\ R\ Q\ L\ Q\ D\ Q\ D  
" +RZ FRXOG WKH ZRVHNGEW\ L\ Q\ W\ R\ R\ S\ R\ X\ W\ H\ \W\ \S\ X\ E\ D\ W\ L\ R\ Q\ H\ D\ O\ L\ P\ Q\ K\ G\ L\ Q\ J

, Q W H U G L V F L S O L Q D M U H D L R Q V F X E K Q Q W D R V W Z R S K D V H V  
3 K D V H 6 X S S R U W R I I H U W G R I S R X U V X H P R Q W K W M L R D Q Q G H V Y H I D R R S P H  
L Q W H J U D W L R Q > S H V U W W H D N P G N H S H Q G L Q J U R Q X S V L ] H D Q Q W B G R I P S H D W  
I R U W K F R P L Q J F D O O V R H Q B F D X X U M H R R I W H K G M L U F T R X I O V G W F L K R Q R V Q H W I  
D I W H U 3 K D V H \$ O R V X H S U Q D R V X L Q G I C F R Q V R V Q X I R U R Q S V D R F H S U Q S W K H  
, Q F X E D W R U 3 K D V H \* U R X S V Q R W V X F F H V V I X O L Q P R Y L Q J  
D G G L W L R Q D O V X S S R U W D Q G W K H R S D S O R O U W X Q L W \ W R U H V X E

3KDVFH PRQWKV RI VXSSRUW ZKLOH WKH WHDP ZRUNV  
RWKHU WHDPV LQHWKWH LQFXE \WSRHU \RQUDSYH\W DWHHDZPLWK VR  
WHDPV QHHGLQJ PXFK \SHUK DDSQ/GPRWWK\QU ZLWK WKH DVVRFL  
VXSSRUW RXWOLQHG DERYH

([SHFWWDWL RQV RI WHDPV LQ WKH ,QFXEDWRU  
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2YHUFRLQJ RSHUDWLRQ DORQIGDSUORHQVHVV RQ WKH DFD  
YDULRXV SURFHVVHV HPHUJHG DV WKH FRUH RI PDQ\ FI

7KHUH DUH WRQJPLW\U\ DQG VRWKIDVSDQFIRVERWFDFHDWLQJ  
LQWHUGLVFLSOLQDWHSWRJLUDPWPHURVFRBHWUHLGHV^VKISDUOMPH  
ERWK WKH JUDQWBWJUDQGDWH OHYHOV ,WLVHYHQPRUH  
UHODWLRQVKLSVHWWZFHQRQGVLIDHQLGFRXQQGHJQHVGL2YWWILDEOKWL  
DURXQGVWXGHQWFBLQGLHZBR&URQURNGLXQFGVRIGLWKRX`p0jE)