

5HFRPPHQGDWLRQV IURLF W~~X~~M~~X~~S~~J~~FDGHRPUNLQJ *URX

,QWHUGLVFLSOLQDU\ (GXFDWLR
DQG &UHDWLYH :RUNV

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, %DENJURXQG DQG 3KLORVRSKI\
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& &DPSXV 3HUVSHFWLYHV RQ ,QWHUGLVFLSOLQDULW\
, .QWHUGLVFLSOLQDULW\DIQG 5HVHDFK
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Committee Members

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RXU VWDWXV DV D RUVLDQW FLFGHQW FH SHLVCHDUU FK HD RIGNU HDW
E\ HOLPLQDW HQWLP SWKSLDZGRB\ FOHDJOMKIHVZNBVZGLEQ
OLQQLQFWKH V DQG WLRHQIRI LWHVIL&8/ WDLQZ WLOWXVDQ
LQWHUQDWLRQDQRZLSXWKRZLWRG GRU LQRVHNU GQ VFULSOLQDDU
SURGXFWLYH ZD\V FKGHSEUSDARFG WVKLV VXFFHVV EXW LQVL
UHW XSRQ RXU ODXWHUHQJ:MKRQVWQGG REGUMSOWEDU\ HIIRUVV
DIILUP WKDW ZH QHGHGDP SXHP SRZPIRURX HDVLDQW HFQSDLIQDULV
WRMJK HGXFDWLRLS DQGRFOHDWKLYH ZRUN

,QWHUGLVFLSOLQNDULRHNHDDGK KDKIEBQLRLQ WLVQHFQJLVKV
DW &8 IRU GHFDGHVBDQLQKDYEHFRPH LPSRUWDQW JRDOV IR
LQ WKH ODVW GHFDGHGXHQWSDMMH WPSRUWDQFFLSQLQDU\ DS
IRU FRQWULEXWLVGJWQGMZ FQHRZVLYH SUREOHP VROYLQJ
LQWHUGLVFLSOLQNDULRHNHDDGK KDKIEBQLRLQ WLVQHFQJLVKV
GLVFLSOLQHV DQG ERPIESQDQMLRQVFRZ G

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H[SHUWV EULQJLQJHVORJFEMKHRI DS ODSOM GLRFLSLOLQUHV WR V
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ZH FRQVROLDGDWH YDLZR XQVSR LQVMPHJUDQ WDPGWRIONHF,I
LQWHUGLVFLSOLQEDUDVKDDOBBUNJRWRVW VXBEBRUZH DQG FHOH
LQWHUGLVFLSODDQDLWVZGULNHLQLQJ IRUPDWLRQV

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SUREOHPV DQG TXHVWLRQDQG SKUDSWRFH RI LQWHUGLVFLSON
RIWHQ FRPPXQDO DQGLQHWKSDQWBRXUQIDWKRQFRQWULEXWLC
GLVFLSOLQHV 6RPH UHVHDUFKHUV KDYH DUJXHG WKDW DO
FUHDWHV D FKDQJH ILQDWHZR VFKRVDHXQDQDPHDCWQDDMRQHZ
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WKDW KDYH GHYHORSRFRJLXFLDRUPHOMFRGDLW DWQQGV SDUTW H V V
DQG FKDOOHQJHV : W XZUDQ W KDRV PZHN H PEFILG QXQDLUQ WHGXF DW
ZRUN DQG WUDLQLQJ LQ SDUWLFXODDUR EZQWJDLQLWQLWRF RQW
WKHUH LV ULJRU DQG WR PDNH VXUHZWQD VQZWDWH RTXDW W X
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SROLFLHV SUDFWRSHVDDQQRV PDDQVFRFUNG RVFQSDILQDULW\
IDFXOW\ UHFUXLWLQJ WR WHDFKLQJ WFKDHSXCHDFKVRRQHVRRX
ZRUNLQJ LV JHDUHG WRZDUGV WKH XQEKRRDWRKH FRISOHJHW
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GHSDUWPHQWV ,I WKR VH ZKR YRWH RQ SURPRWLRQ WHQX
LQWHUGLVFLSOLQDULWV DQGXXHQGHONQDDQKHW\ DSXHVXH
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 " 7KH XQLW FKDP SLRQWZLHO Q HZR ZRUZL W B DHWWD B B UVEKUD QJ
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) D F X O W \ \$ I I D L U V D Q I G S R H V Q W H L W O H I D G F R U X Q X H G I F R R W H G I F R D W W
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7R J H W K H U W K H & K D P S L R Q R D Q G V Q W H H Z R U F N S O H S O D H U A H Q W F
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 F D P S X V F K D O O H Q J H V H E F U H I B W I H Q D P D S O R Y G H O F R U H G I L M H F Q W W H D
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KDYH LQWHU LQ WDFW SW K Q DFHQWH Z RX D G K M L E L S B W N H W K H L
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Recommendation: The campus should establish Academies, the education
equivalent of research institutes, to serve as a hub and community home for large
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\$Q LPSRUWDQW WHQMMKBW\$WBEHPILZHRDQGRIWKEHPYHU\
\$FDGHPDLUHV UHVHUYHLQWRHUQIDVJLSOLEDBUWGXFDVSRQDQJ
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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 & yach

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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

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WKHLU WHDP JRLQHJYHRW Z WIKCOU HE R ZU R ROPL PLUW M G PSHU R M H F W V V
KDYH DQ LPSDFW RQ IDFXOW\ DQG V W K I G U H Q W M L P R I Y D Q J R I Q R J R Z
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- " :KDW DUH WKH R S S R U H W X O W B H W D Q G L Z R U N D O H O J \ U R S D F Y
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- " +RZ FRXOG WKH ZRUVINGEWLQJLSURSRXVHHSXJEDWLRRQDOLH
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SURFHVVHV QHHG WRKHU YLH ZHGH W & B WISOF DERXW
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RIIHULQJV LQ WKHUIRPPWRHQBQRVWWDQGZHDQV WF
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ZRUN DQG KDYH EHHQ HIIHFWLYH DWVEXMOGZQBWHWDXPM
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D

7KLV DSSURDFK FRXOG KDYH DQ LQWHUJLVFDSOLQD
:H VKRXOG FRQVLGHUWVWDFDIE SXW SHKDEFRQ HUDWKH
WDNHQ XS RQO\ E\ ORFDO XQLWV

F ,QWHUGLVFLSOLQDWRZRRUNQUHSLDUHWP HQW OHYHO
WKR VH SURSRVLQJ QHZ SURJUDPV &RLOLHWLWHDQG
LQWHUGLVFLSOLQDSDUWWRZRRUNQUHSLDUHWP HQW
DQG DFURVV FDP SXV

&UHDWLQJ WKH EHVW FDP SXV GILRUF IRXOLQDQGHQWV
FRQYHUVDWLRQV RI FDP SXV EDUULHUWYEDZH IURP WKH
D 6WXGHQW \$ZDWHUHQDFKDOOHQJH WR ILQG WKH ³ULJK
VWXGHQWV DV ZH GRHQFRVQLDYPH FOUHJHWWLQJ WKH
DERXW QHZ SURJUDPXJHQLRWGHUHWWR J:H FRXOG KDU
DQG ILUVW \H DU VHPLQDUV WR UDLVH DZDUHQHV
FDQ KDYH D UROH WR SOD\ KHUH DV ZHOO

E)LQGLQJ RXW ZKD VWXGHQWV ZDQW DQG KGRWK VX
DQDO\VLV ILQG WKH PRVW FRPPRQ FRPELQDULRQV
FHUWLILFDWHV

F (IIHFWLYH DGYLVLQJDNHHVQHJGWWKDWX DGYILQRUVPHGH
RQ LQWHUGLVFLSOLQDWRZRRUNQUHSLDUHWP HQW OHYHO
FRXUVHV RXWVLGH WRIRULWSDUW FDPDQHEGWR/HSIXLOFDUO L
XQLW FODVVHV &KDP SLRQFRPPXQLFDWLRQV EHHWWZH
UHOHYDQW XQLWV WR IDFLOLWDWH LQWHUGLVFLSO

G)OHLEOH DGPLVLRQV DQG PDMRU GMEGBUDDQLRQV
,QWHJUDWHG &RJQLWLYH 6FLHQFHV ,&6HWVWXGHQW
6FLHQFH &6 WR GRFHLQHD OFIDURQLD ED FQWKRGV IRU
LPDJLQJ ZKR GWHHGHVQWV WR PRYH RYSDWR 3V\FK
PRUH HPSKDVLV RQ QJKH&EUDHQWDDJW MKHRLXVW UH
DGPLWWDQFH LQ &6 DQGRORJSSDQW RYWKHHQDUHUH W
VWXGHQWV ZLWKLQ ,&6

H 3HUVRQDOLJHG FRXUVHQRUENDDGWIUHTXLUHPHQWV
,QWHUGLVFLSOLQDWRZRRUNQUHSLDUHWP HQW OHYHO
UHTXLUHPHQWV IRU H[DPSOH HPSKDVLIHQHQWVHD
GHSDUWPHQWV

I 3URPRWLQJ LQWHUGLVFLSOLQDU\WKHVLV FRPPLWV
WKDW JR EH\RQG WKH ORQH ³H[WHUQDO' UHYLHZHU

J 3URPRWH SDWKZD\WRRUHQVWGHQWIRZDUHQHEDWLR
\$V LQGLFDWHG DERYH LW ZRXOG ERUUFHODMMLYUHQG
JURXS RI FRXUVHVWRZRRUNQUHSLDUHWP HQW OHYHO
\H DU WR FUHDWH\FRQVHJWVILSOHQDPSOHWKDFRXU
KLVWRU\ RI VODYED\VFQGHDFRFOLDWVFRQ KXP DQ ULJ

2YHUFRLQJ RSHUDWLRQ FOR EIGSUREQJHV RQ WKH DFD
YDULRXV SURFHVVHV HPHUJHG DV WKH FRUH RI PDQ\ FI

7KHUH DUH ~~WR~~JFDU\ DQG/RWKHDVSDRFRVDFDHLQJ
LQWHUGLVFLSOLQD~~EH~~SWRJUDFWPHU RFR ~~B~~HWHLG²SKSDUOLPH
ERWK WKH JUD~~Q~~~~B~~WJJD~~Q~~DWH OHYHOV ,W LV HYHQ PRUH
UHODWLRQVKLSV~~Q~~W~~Z~~FKR~~R~~GLD~~H~~Q~~G~~FR~~X~~GL~~J~~GL~~2~~Y~~W~~U~~L~~DEOX~~L~~
DURXQG VWXGHQW ~~F~~~~B~~GL~~H~~Z~~B~~~~R~~UR~~Q~~H~~R~~N~~L~~X~~F~~WRIGLW KRX`p0jE