Strategic Plan for IPHY Department (2024-2028)

This plan was developed based on discussions at a one-day faculty retreat in August 2024. It is intended to be a "working plan" that will be revisited at least annually over the summer to update where appropriate.

1. Create Community for Faculty and Students

Goal: Improve student satisfaction and graduation/retention rates within IPHY by 3% over five years.

Rationale: Enhancing community among faculty and students will foster collaboration, improve morale, and provide support networks, contributing to overall satisfaction and success.

Strategies:

- **Leverage Student Organizations:** Collaborate with the IPHY Club to host regular social events and networking opportunities to strengthen student engagement and belonging.
    - **Timeline:** Initiate by Fall 2025.
    - **Responsible Party:** Steve/Heidi.
- **Establish Regular Faculty-Student Interactions:** Form a "Student Success" committee to coordinate ongoing activities, such as coffee hours, panel discussions, and peer mentoring programs.
    - **Timeline:** Begin planning in Fall 2024, with activities implemented by Spring 2025.
    - **Responsible Party: Student Success Committee**

2. Improve Visibility and Resource Maximization

Goal: Increase departmental funding by 25% from private sectors within three years.

Rationale: A strong brand and public presence will attract funding, partnerships, and community support.

Strategies:

- **Rebranding Initiative:** Explore the potential for rebranding to align departmental identity with current trends and stakeholder expectations.
    - **Timeline:** Decision by Fall 2025.
    - **Responsible Party:** Executive Committee (EC).
- **Outreach Events:** Appoint a "Rebranding Team" to develop a monthly public seminar series in collaboration with the CU Alumni Association to showcase departmental expertise.
    - **Timeline:** Start by Spring 2025.
    - **Responsible Party:** Rebranding Team.
- **Digital Presence:** Expand use of social media and digital signage to highlight faculty research, student achievements, and department initiatives.
    - **Timeline:** Continuous, with the strategy finalized by Winter 2024.
    - **Responsible Party:** Newsletter Committee
- **Advocate for Space:** Use data-driven arguments to secure additional space to support department growth and activities.

o **Timeline:** Ongoing, with initial proposals by Summer 2025.

3. Cultivate Collaborative Research

Goal: Boost the number of Multi-Principal Investigator (MPI) grant applications by 25% in three years.

Rationale: Collaborative research efforts attract diverse funding sources, increase interdisciplinary impact, and strengthen the department's reputation.

Strategies:

- **Colloquium Series:** Dedicate two colloquium slots per semester to lightning talks by faculty and researchers.
  - **Timeline:** Begin Fall 2024.
  - **Responsible Party:** Marissa.
- **PICS Events:** Reinstate monthly Presenting Innovative Collaborative Science (PICS) sessions to encourage informal discussions and collaboration.
  - **Timeline:** Restart in September 2024.
  - **Responsible Party:** Paula.
- **External Collaborations:** Build partnerships with other departments (e.g., Public Health, EBIO) and institutions like Anschutz Medical Campus.
  - **Timeline:** Identify specific action steps by 2026.

4. Foster Inclusive Teaching and Outreach

Goal: Enhance student satisfaction and retention rates by 3% over five years.

Rationale: Inclusive teaching practices and outreach efforts ensure equitable access to opportunities and reflect departmental values.

Strategies:

- **Survey Redesign:** Revamp undergraduate satisfaction surveys to gather actionable insights and measure progress.
  - **Timeline:** Complete by May 2025.
  - **Responsible Party:** Teresa/Steve.
- **Improved Testing Accommodations:** Identify ways to enhance accessibility and provide more space/TA support for students requiring testing accommodations. This may include collaborations with Disability Services.
  - **Timeline:** Implement changes by Fall 2025 or Fall 2026.
  - **Responsible Party:** EC-appointed committee.
- **Community Outreach:** Partner with local high schools to introduce students from under resourced schools to IPHY and encourage applications.
  - **Timeline:** Develop programs by Spring 2026.
  - **Responsible Party:** Representation/Outreach committee.

5. Motivate Committee and Service Participation

Goal: Ensure equitable participation in departmental service roles.

Rationale: Active participation across faculty ensures balanced workloads and fosters a sense of collective responsibility.

Strategies:

- **Clear Expectations:** Draft and communicate service expectations in a faculty handbook.
    - **Timeline:** Complete by Fall 2025.
    - **Responsible Party:** TBD.
- **Recognition Programs:** Develop incentives for exemplary service contributions.
    - **Timeline:** Implement by Spring 2026.
    - **Responsible Party:** Executive Committee.

6. Enhance Funding Structure and Training

Goal: Strengthen departmental resources and faculty support for research activities.

Rationale: A robust funding framework ensures sustainable growth and enhances the quality of research outputs.

Strategies:

- **Needs Assessment:** Survey faculty on post-award support and training requirements.
    - **Timeline:** Fall 2024 through Spring 2025.
    - **Responsible Party:** EC and Paula.
- **Resource Training:** Organize workshops on efficient resource utilization and grant management.
    - **Timeline:** Spring 2026.
    - **Responsible Party:** Lucas/Trisha/Paula.

7. Improve Graduate Student Experience

Goal: Increase graduate student applications for extramural funding by 50% by 2027.

Rationale: Enhanced support for graduate students strengthens the department's academic pipeline and research output.

Strategies:

- **Grant Collaboration:** Facilitate partnerships between CU Boulder and Anschutz Medical Campus for grant reviews.
    - **Timeline:** Initiate by December 2025.
    - **Responsible Party:** Ken Wright.
- **Skill Development:** Offer grant-writing workshops and incentivize faculty-student mentorship training.
    - **Timeline:** Start by Spring 2025.
    - **Responsible Party:** Graduate Program Coordinator.

Department Needs from College/Campus

1. Tenure-Track Faculty Lines:

- **Rationale:** The high student-to-faculty ratio in the department limits the ability to provide quality research experiences and small class sizes. The addition of tenure-track faculty lines is essential to:
    - Enhance undergraduate and graduate education by offering more research opportunities and specialty courses.
    - Address inequities compared to other departments, where smaller class sizes are more common.
    - Support departmental growth and ensure adequate teaching resources.
- **Request:** Secure additional tenure-track faculty lines within the next academic year to alleviate strain on existing resources and improve student outcomes.

2. Space Consolidation and Modernization:

- **Rationale:** The department's current distribution across seven buildings creates logistical challenges that hinder community-building, collaboration, and efficiency. Specific needs include:
    - Dedicated space to provide accommodation exams, review sessions, and tutoring.
    - Dedicated space for graduate and undergraduate TAs to hold office hours.
    - Modernized research facilities to attract and retain faculty and support emerging interdisciplinary research.
    - Centralized common areas to foster collaboration among faculty and students.
- **Request:** Allocate centralized, purpose-built facilities on the main campus to address these needs and enhance departmental operations.

3. Enhanced Resource Allocation:

- **Mental Health Support:** Increase funding for mental health resources to support the well-being of students, faculty, and staff.
- **Emerging Technologies:** Invest in technology to keep pace with advancements in the field, particularly in AI and health sciences.
- **Research Infrastructure:** Expand grant management and post-award support resources to improve efficiency and faculty performance, satisfaction, and retention.

4. Support for underrecognized groups:

- **Rationale:** A welcoming environment for all is essential for recruitment, support, and retention of students, faculty, and staff. Specific needs include:
    - Funding for initiatives that increase underrecognized groups among undergraduates.
    - Support for training programs aimed at reducing unconscious bias and fostering accessible teaching practices.
- **Request:** Collaborate with the college and campus leadership to secure resources and institutional support for these initiatives.