

November 11, 2019

To:

From: Neeli Bendapudi, President

Re: APPOINTMENT AND CHARGE LETTER, Strategic Plan Grand Challenges Subcommittee of the Implementation Committee

I am writing to appoint you to the Strategic Plan Grand Challenges Subcommittee of the Implementation Committee. This subcommittee is charged with identifying and defining the university's priority research areas. We want this subcommittee to think big and be innovative in identifying areas that will have high economic and societal impact in local and global communities. Our university is fortunate to have expertise in areas such as optimal aging, environmental impacts on health, renewable energy, and additive manufacturing. What kinds of bold and grand challenges can we imagine that lie at the intersectionality of several disciplines, are broad enough for the entire campus community to participate in, and that are in fact further bolstered and not limited by our existing expertise?

As you are aware, the Grand Challenges are a key part of the Strategic Planning implementation and are outlined specifically in strategies within the Learn and Invest areas as shown below. A vital task in determining the Grand Challenges will be to perform an environmental analysis of research areas, for example based on federal expenditures that currently affect and will continue to affect our local and global communities. We expect this subcommittee to nominate 5-10 Grand Challenges that will be used in carrying out the following Strategic Plan strategies, actions and targets. It is expected this subcommittee will conclude its work and make recommendations to the Strategic Plan Implementation Committee by January 31, 2020.

Learn Strategy 3: Engage students in increasing research that will bolster our prominence among Carnegie-classified, Research 1 universities.**ACTION:** Involve students in prioritized University-wide *Grand Challenges* in research.**TARGET:** Prioritize historically underrepresented students in the university's scholarly contributions and research activities related to the *Grand Challenges*.***Invest Strategy 1 : Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified, Research 1 universities.*****ACTION:** Build resourced research networks which transcend individual disciplines to find solutions to the *Grand Challenges*.**TARGET:** Grand Challenges Research Networks serve as hubs for idea incubation, professional development, community engagement and generate increased internal, external, public and private support for key research areas.**TARGET:** High-impact *Grand Challenges* research, scholarship and creative activity in areas with fewer major sponsored research dollars is supported through institutional grants from new endowments.

Invest Strategy 2: Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity, and staff development.

ACTION: Develop a comprehensive alumni engagement platform to integrate alumni and friends in university's shared interests, areas of expertise, and *Grand Challenges*.

TARGET: Assessment of alumni expertise in and commitment to *Grand Challenges* research areas conducted and links between research projects and alumni are established in key research areas (e.g., challenges of urbanization, health equity/social determinants of health, advanced manufacturing, energy systems, civic engagement, environmental justice and sustainability, etc.).

I hope that you are able to serve the university in this very important work, since to be successful, we require the participation of many university stakeholders. If you are unable to participate in this subcommittee, please let me know by November 15, 2019. The first meeting of the Grand Challenges subcommittee will take place on November 22, 2019 2:00-3:00p in the Jefferson room, Grawemeyer Hall.

Thank you for your commitment to our university and our students.