As part of our community conversations in the Spring of 2022, the Strategic Planning Team conducted a series of “Idea Labs,” two-hour structured workshops that gave participants a chance to dig into a mission-centered topic. Idea Labs invited participants – who were either nominated to attend the lab or attended due to professional interest – to come into the “solution zone” and tackle challenges and opportunities central to our land-grant mission. An outline of each Idea Lab’s framing, prompt and breakout session questions, and participants’ ideas are below.

**Becoming a Carnegie Engaged University**

Framing and discussion questions for this topic included:

*We will discuss the application for the next round of the Carnegie Classification for Community Engagement. This idea lab will ask the big questions around our readiness to apply and review initial data.*

1. How do we define community engagement? How is it structured and supported at UW?
2. How have recent national and global events impacted our community engagement efforts? What specifically about the pandemic?
3. What representative examples of reciprocal partnerships illustrate community engagement at UW? Curricular/Co-Curricular Examples?
4. How is assessment of engagement programs being done and with what results?

A visual summary of participants’ discussion is below. Discussion centered on the importance of reciprocal relationships with communities based on community needs, the need to evaluate reward structures such as tenure and promotion to incentivize community engagement, and the centrality of engagement to UW’s mission.
Annex 4: Idea Lab Thematic Results

The Future of Online and Residential Learning at UW

Framing and discussion questions for this topic included:

*What’s the right mix of online programming and residential education? What services, financial models, and support structures need investment to support quality on both?*

1. **What unique program offerings and student services can set us apart in the marketplace? (current - future value proposition?)**
2. **What does our data tell us about where we can compete in online degree programs?**
3. **What programs are critical to serving the state, and which represent strong revenue opportunities?**
4. **What mechanisms and processes and infrastructure would put us in a sustainable competitive position? (focus on UW-view, not departmental view)?**
5. **How do we promote continued pedagogical flexibility in our residential programs (when students are ill or travelling and want to attend class on Zoom)?**

The illustration below represents participants’ feedback on Question 4, centering on infrastructure and processes needed to be successful in the online environment.
With respect to flexibility in residential programs, the participants’ feedback is summarized below.
Annex 4: Idea Lab Thematic Results

Enrollment Management and Student Success

Framing and discussion questions for this topic included:

This workshop will help build out next steps in increasing student success and supporting enrollment management

1. Who are the prospective students we’re trying to connect with in recruiting to UW or to your program? Why would/should they choose UW and/or your program?
2. What tools are we lacking in our recruitment toolkit? How can we change that?
3. What do you think works well in our retention efforts?
4. What gaps do you see in retaining our current students? How can we address them?

The next illustrations summarizes participants’ ideas on the prospective students we try to connect with, recruiting advantages, and why those students would choose UW.
Annex 4: Idea Lab Thematic Results
Annex 4: Idea Lab Thematic Results

The next illustration summarizes responses to gaps in recruiting tools.
Annex 4: Idea Lab Thematic Results

Next, this illustration shows participants’ responses to the strengths UW is leveraging in retention of students.
Finally, the next illustration summarizes responses on gaps in retention tools.
Annex 4: Idea Lab Thematic Results

How Do We Make UW a Great Place to Learn?

Framing and discussion questions for this topic included:

Now that the pandemic has flipped much of what we do on its head, students wellness and success, along with flexibility, are at the forefront. How can we create supportive learning environments where our students learn and thrive? We will focus on graduate students for the first hour, and undergraduate students in the second hour.

1. Where do we excel in providing a supportive learning environment for our graduate and professional program students?
2. Are there gaps in our learning and teaching support for graduate and professional students? What have we learned from the past two years that we should keep? What should be left behind?
3. Where do we excel in providing a supportive learning environment for our undergraduate students?
4. Are there gaps in learning and teaching support for our undergraduates? What have we learned from the past two years that we should keep? What should be left behind?

The next illustration summarizes participants’ dialogue around these questions.
Annex 4: Idea Lab Thematic Results

How Do We Make UW a Great Place to Work?

Framing and discussion questions, which we held three sessions for, on this topic included:

What can UW do to make UW a great place to work where people are excited to come in each and every day? We’ll explore ladders of opportunity for staff; remote work; how space influences our work and how space usage might change; processes that we love, those that get in our way (for example, onboarding, annual reviews, and other processes that could benefit from a rethink)

1. *How do we implement ladders of opportunity for our staff? What does that look like in your area?*

2. *What are some processes you love, and some that need a rethink? How do we tackle changing them?*

3. *What are some specific policy you’d suggest UW implements around workload, email overwhelm, and other things that have become serious problems for our wellness?*

4. *What strategies or actions would you suggest so we can improve the lives of our most valuable resource – our people? We know everyone needs a raise. Are there other things you’d suggest?*

5. *There are upsides and downsides to remote work policies. How can we improve them? How do we make them as equitable as possible?*

6. *How might space usage change in the future in your area?*

The conversations are summarized in the next seven illustrations. Most sessions began by anchoring the discussion in what people liked the most about working at UW, and then the biggest challenges people faced in their day-to-day work. These are summarized below in the next two word clouds.
Annex 4: Idea Lab Thematic Results

What do you like most about working at UW?
What are your biggest challenges?
Annex 4: Idea Lab Thematic Results

The next illustration summarizes the discussions around processes that should be improved.
Annex 4: Idea Lab Thematic Results

The next illustration summarizes the conversation around enhancing wellness for those who work at UW.
Annex 4: Idea Lab Thematic Results

The next word cloud summarizes the discussion around work-life concerns and strategies to improve UW’s employees’ lives.
Annex 4: Idea Lab Thematic Results

Next, the below illustration shows participants’ sense of remote work policies.
Annex 4: Idea Lab Thematic Results

The below illustration summarizes the discussions on the need to build career ladders for staff.
Annex 4: Idea Lab Thematic Results

Finally, this illustration summarizes the conversation on how space usage may change in the future.
Annex 4: Idea Lab Thematic Results

Resilience and Well-being for our Students, Faculty, and Staff

Framing and discussion questions for this topic included:

*This session will explore how we can best support the well-being of our community in times of great challenge and volatility.*

1. *What research, best practices and personal observations do we have to bring to bear on supporting the whole person and promoting resiliency and wellbeing?*

2. *How can we work towards a culture of preventing larger issues or crises by bolstering students’ resilience coping skills and helping them respond to stress and stay connected to others?*

This illustration summarizes the conversation around these topics.
Annex 4: Idea Lab Thematic Results

Global concerns including war in Ukraine

Transition

Needs understood

Faculty in person

Health concerns

Access to campus with diminished bus routes

Cascading and compounding challenges

Lack of development of skills to be successful in person

Haven't developed skills to manage unstructured time

Paid parental/childcare leave available to all employees separate from/beyond FMLA

Often don't know what help is needed

Mental health challenges

UCC can't provide long term support

Increased tuition and low student wages

Online delivery not conducive to all students' learning needs

Students may be re-prioritizing goals in life in general

Lack of social engagement

Union lot removal diminishes access to campus
Open Scholarship, Open Education, and the Institutional Repository

Framing and discussion questions for this topic included:

Open scholarship and access aim to reduce inequality in access to research results and publications, increase the speed of discovery, and provide accessible doors to research data, techniques, and materials. UW must plan strategically to assist in the storage and access of these inputs to and outputs from research, which may include complex 3D objects and big data.

1. What concerns you or might be problematic in open scholarship and open access?
2. How might UW advance higher education by leading on these issues? What are the benefits?

The below word cloud summarizes the conversation about concerns and issues that need attention around open scholarship and access.
Next, the illustration below summarizes the discussion on how UW can lead and benefit from open scholarship, open access, and having a smart institutional repository strategy.
Standards on where we store our data for access by compliance offices open scholarship supports land grant mission. Increases access to students to dig into data and adds value to their education.

Data curation of working-living data sets.

Journal "article processing fee" charged to author to allow for open access.

Sharing data during COVID.