

## STRATEGIC PLANNING

During the 1999-2000 academic year, the department developed a strategic plan for the next five years. We were not alone; each department in the College of Arts and Sciences was asked by Dean Hodge to engage in strategic planning and to provide him by the end of the year with a report on the strategic planning process. This provided an excellent opportunity for the department to place under a common framework disparate planning efforts that were already under way, including an on-going study of departmental entry-level instruction, recently completed reviews of the undergraduate BS degree and the graduate program, and continuing discussions on future departmental hiring needs.

The Strategic Planning Report begins with a discussion of the department's values, mission statement, and broad goals, each of these topics being organized according to the three general areas of departmental activity: research, education, and outreach. This is followed by a discussion of the state of the department today, a review of the challenges the department faces, and a sketch of the appearance the department might have in 2005 if funding were sufficient to implement the ideas reported on in more detail in the document. More detailed goals are then proposed, with detailed discussion of the reasoning underlying the choice of goals and possible strategies for implementing the goals. The flavor of the report may perhaps be better conveyed through an excerpt, the department's Mission Statement:

*The Department of Mathematics is committed to excellence in the development and dissemination of mathematical ideas. In particular, the department will:*

- A. Continue a rich tradition of research in mathematics and its applications,
  - maintaining and building a broad range of mathematical research groups of international stature while
  - improving the quality and vigor of research interactions within the department, with other units on campus, nationally, and internationally.
- B. Offer high-quality mathematical education at all levels,
  - providing innovative instruction in entry-level and intermediate courses;
  - developing a diverse program of upper-level courses for mathematics majors and other students with mathematical interests; and
  - maintaining a vibrant graduate program that prepares students for a variety of mathematical careers.
- C. Pursue opportunities for outreach in the Puget Sound region and Washington State,
  - working with schools and community colleges to provide a coherent mathematics education for Washington students while
  - strengthening research and educational ties with commercial users of mathematics.

As noted, the department has formulated accompanying goals and strategies. Among the goals are the department's intention to: maintain and enhance the quality of the research faculty; strengthen interdisciplinary research; provide excellence in pre-calculus, calculus, and intermediate-level mathematics instruction; revise and strengthen the Bachelor's degree programs; attract a diverse group of highly-qualified graduate students; provide programs to prepare graduate students for a

variety of careers; collaborate with schools and community colleges in the region; and develop educational partnerships with companies in the region.

The department is always engaged in planning, as any organization must be. At the beginning of the year, the benefits of a comprehensive planning process were not clear, given the planning activities already under way. By the end, the process proved to be rewarding indeed. Faculty, staff, and students had the opportunity to participate in a variety of ways. For example, several department meetings were held to discuss specific issues, such as hiring and entry-level instruction. Other meetings were held to review drafts of the planning report, with each draft being made available to faculty for review and comment. The process brought to light the main issues facing the department and allowed faculty members to reach a consensus on what can be done to address these issues. The report is not the end of the story. Planning is a dynamic process. As progress is made in meeting goals and as challenges change, the department will assess its performance and revise its plans accordingly.

You are invited to visit <http://www.math.washington.edu/~irving/plan.html> in order to examine the complete Strategic Planning Report. Comments on the report would be especially welcome. They can be sent to [chair@math.washington.edu](mailto:chair@math.washington.edu) or to Professor Donald Marshall, Chair, Department of Mathematics, Box 354350, University of Washington, Seattle, Washington 98195-4350.

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## PROMOTIONS

During academic 1999-2000, the Department had four promotions:



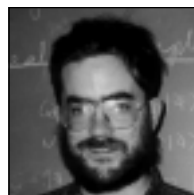
Assistant Professor Zhen-Qing Chen has been promoted to Associate Professor. Professor Chen is a probabilist.



Assistant Professor Daniel Pollack has been promoted to Associate Professor. Professor Pollack works in differential geometry and partial differential equations.



Associate Professor Steffen Rohde has been granted tenure. Professor Rohde's subject is complex analysis.



Associate Professor William McGovern has been promoted to Full Professor. Professor McGovern works in representation theory.