In this the one hundred-fiftieth anniversary year of the Morrill Act, the University of Idaho, Idaho’s land grant university, is enhancing the scientific, economic, social, legal, and cultural assets of our state by developing collaborative solutions to challenges facing society. One of the great challenges of the next several decades is the continued availability of secure and affordable energy to meet current and future needs while limiting environmental consequences. Guided by "Leading Idaho: The University of Idaho Strategic Plan," we are meeting this challenge through focused excellence in teaching, research, outreach, and engagement in a collaborative environment.

Within this plan we outline the strategies that are enabling the University of Idaho – Idaho Falls to become a nationally recognized location of choice for students, faculty, and researchers in selected science and engineering disciplines that support the nation’s energy future and homeland security. We are capitalizing on our unique location and research infrastructure to provide world-class, research-based graduate education as well as providing a conduit for resources and opportunities between the Center for Advanced Energy Studies partners and other research institutions worldwide.

In our quest for continuing excellence and in keeping with the mandate to serve as a portal to the full capabilities of the University of Idaho, this strategic plan guides academic programming, research emphases, and effective use of financial, human, and physical resources. The mission and vision statements provide direction and focus to our faculty and staff. It is our desire that through the fulfillment of our strategic vision, we will earn continued trust and support from our many stakeholders.

The disciplined and dedicated efforts of our faculty and staff, both in Idaho Falls and state-wide, enable us to achieve our goals. We are excited about our future and embark on this path with great enthusiasm.

Please join us in our quest for excellence.

Robert W. Smith, Ph.D.
Center Executive Officer and
Associate Vice President
University of Idaho – Idaho Falls
Strategic Plan 2011-2015

Introduction
The University of Idaho is involved in an on-going strategic planning process that prioritizes and guides its current and future activities. This planning process has resulted in "Leading Idaho: The University of Idaho's Strategic Plan, 2011-2015" (Appendix A) with objectives and strategies supporting the four goals of the University of Idaho:

- TEACHING AND LEARNING: Enable student success in a rapidly changing world.
- SCHOLARLY AND CREATIVE ACTIVITY: Promote excellence in scholarship and creative activity to enhance life today and prepare us for tomorrow.
- OUTREACH AND ENGAGEMENT: Meet society's critical needs by engaging in mutually beneficial partnerships.
- COMMUNITY AND CULTURE: Be a purposeful, ethical, vibrant, and open community.

As part of this larger University effort as well as the need for ongoing revitalization, and in response to the establishment of the Center for Advanced Energy Studies, the University of Idaho – Idaho Falls is transforming its academic and research programs to better meet the evolving needs of Idaho, the Idaho National Laboratory, and the nation. This plan articulates the strategy by providing a location-specific Mission and Vision for the University of Idaho – Idaho Falls and briefly describes planned actions to implement this Mission and Vision in the context of the 4 goals of the University of Idaho.

“The research collaboration I am involved in through CAES opened numerous opportunities for cutting edge research in computational intelligence techniques applied to energy security and visual data mining. A state of the art Computer Assisted Virtual Environment (CAVE) enabled us to develop 3D interactive data exploration methods and virtually touch and manipulate the data while modeling complex control systems.” — Milos Manic, a computer science professor at University of Idaho – Idaho Falls.
Our Vision:
The University of Idaho in Idaho Falls will become a nationally recognized institution of choice for students, faculty, and researchers in selected science and engineering disciplines that support the nation’s energy future and homeland security.

Background
The University of Idaho is an internationally recognized land grant institution with a state-wide presence. In 1954, the University began offering classes in Idaho Falls to support the needs of the U.S. Department of Energy’s (DOE’s) national laboratory activities (then the National Reactor Testing Station). We have served eastern Idaho for almost seven decades. During this time our programs in Idaho Falls have evolved to meet the changing science and engineering educational needs of the Idaho National Laboratory (INL) and the State of Idaho. In the first 55 years, we awarded 1,785 degrees, including 1,218 advanced degrees, to Idaho Falls Center students. We are co-located with Idaho State University (ISU) at University Place. Through cooperative agreements and open transfer of credits between the schools, students attending classes at University Place participate in an educational experience that takes advantage of the strengths of both University of Idaho and ISU.

Battelle Energy Alliance (BEA) operates a 10-year contract with DOE to manage the INL, a multi-program Federally Funded Research and Development Center with a central mission to revitalize nuclear energy production in the United States. In fulfilling this mission, the Center for Advanced Energy Studies (CAES; www.caesenergy.org), a research and education partnership between the University of Idaho, Idaho State University, Boise State University, and INL was established. This collaboration incorporates the capabilities, infrastructure and strengths of each of its partner institutions.

Our Mission:
The University of Idaho in Idaho Falls delivers advanced education and research programs addressing state and national energy needs in partnership with the Idaho National Laboratory, industry and other universities.

“Working on research projects at CAES opened the door for me to meet experts in energy, intelligent control systems and cyber-security, to work with state of the art equipment and to attend conferences around the world.” – Ondrej Linda, graduate student in computer science at University of Idaho – Idaho Falls.
“While doing research for my Masters degree at University of Idaho, I learned the importance of laboratory safety.” Dawn M. Dieckmann, M.S., 2011

Our Mission:
The University of Idaho in Idaho Falls delivers advanced education and research programs addressing state and national energy needs in partnership with the Idaho National Laboratory, industry and other universities.

established. This collaboration incorporates the capabilities, infrastructure and strengths of each of its partner institutions. The mission of CAES is two-fold:

- Conduct research that can help solve the country’s energy needs
- Educate the next generation of scientists, engineers, technicians and other professionals who will implement the country’s energy future.

Research conducted by CAES is focused on seven primary areas: nuclear science and engineering, advanced materials, geofluids energy science, bioenergy, energy policy, modeling and simulation, and energy efficiency. The partnering institutions are investing in CAES and this investment has resulted in an increase in the number of awarded grants and contracts to the University of Idaho and the other partners. The 55,000-square-foot CAES facility, located in
Idaho Falls and shared by the partners, was officially dedicated in February 2009. This Leadership in Energy and Environmental Design (LEED) Gold certified building includes state of the science laboratories, faculty and student offices, and state of the art computing, visualization, and collaboration capabilities. With the establishment of CAES and its associated building in Idaho Falls, the University of Idaho – Idaho Falls is well positioned to realize its vision of becoming a nationally recognized institution supporting the nation’s energy future and homeland security.

University of Idaho focuses on delivering graduate education and research programs; and addressing state and national energy, environmental and security needs in partnership with the INL, industry, and other university partners. The University of Idaho, in collaboration with our partners, will:

- Capitalize on our unique location and research infrastructure to provide world-class, research-based graduate education.
- Provide a conduit for resources and opportunities between the CAES partners and other research institutions worldwide.
- Enhance the federally funded research base in the State of Idaho.

**Technical Focus Areas**

At University of Idaho – Idaho Falls, we are focusing our resources and efforts in southeast Idaho on diverse research-based graduate science and engineering education and a limited number of undergraduate degree programs that can take advantage of our location in Idaho Falls. A large portion of the science and engineering students at our Idaho Falls Center are employees of the national laboratory, and many of these employees already have bachelors and masters degrees. While continuing to serve this constituency, we offer and recruit for nationally recognized educational programs and participate in cutting-edge research programs through CAES. To better serve the needs of our students, we are expanding our online program offerings which effectively use advances in
distance-delivery technology. These programs bring a diverse community that includes the best graduate students, post-doctoral fellows, and visiting scholars in the nation and the world to Idaho Falls where they participate with us in cross-disciplinary, multi-institutional cutting-edge research and education. Opportunities to study in Idaho Falls are also available to our University of Idaho students from other locations throughout the state. We recruit nationally to find the best graduate students who will fit into our programs. Our Idaho Falls Center focuses on Energy, Environmental and Homeland Security programs and research consistent with the mission of the INL. We will stay abreast of changes, needs and the focus of the INL.

Initiatives currently in progress:

Energy

**Nuclear Energy:** In partnership with the INL, ISU, BSU and other universities, we are delivering nuclear engineering education and research capabilities within the State of Idaho that support national needs. Supported in part by a State of Idaho appropriated CAES fund, this includes:

- Delivering graduate nuclear engineering degree programs and certificates
- Delivering nuclear options in chemical, mechanical and material science engineering programs
- Enhancing available and new research laboratory infrastructure by full participation in CAES
- Hiring new research-active faculty as joint appointments with the INL

With 100+ operating nuclear power plants, supplying nearly 20% of the electricity demand in the U.S., nuclear energy is part of our nation’s energy portfolio. Energy is a national security issue not only in terms of power but our global science & technology leadership. At University of Idaho we are contributing to educating and training nuclear and energy (solar, hydro, geothermal, etc.) engineers who understand the role of INL, CAES and our energy security.
Recruiting nationally for outstanding graduate students
Building upon existing and new fuel cycle research activities
Developing selected education curricula that support the needs of the laboratory
Developing computational modeling and simulation capabilities
Delivering engineering and technology education lectures to middle and high school science teachers from Idaho and across the nation.

Clean Energy: We are delivering research capabilities and educational opportunities in areas directly related to clean energy such as the management of carbon emissions from fossil fuels and the utilization of renewable energy technologies. This includes:

- Delivering relevant graduate science and engineering coursework
- Creating an energy option within the environmental science program
- Developing decision support systems for clean energy conversion options
- Enhancing available and new research laboratory infrastructure by full participation in CAES
- Hiring new research-active faculty as joint appointments with the INL

Water, Energy, and the Environment: We offer research capabilities and educational opportunities in areas related to water, energy, and the environment such as water-energy-food tradeoffs and the environmental implications of water and energy systems. This includes:

- Delivering interdisciplinary graduate science and engineering programs addressing water and environmental issues
- Championing through the Idaho Water Resource Research Institute (IWRRI) collaborative multi-institutional water research within Idaho.

Homeland Security

Energy Security: We provide research capabilities and educational opportunities focused on the security of energy systems. This includes:

- Delivering interdisciplinary computer science focused graduate science and engineering programs addressing issues of energy security
- Conducting research in the areas of security, reliability, safety, intelligent control and sensing
- Enhancing current activities in alternative energy systems
- Developing decision support systems for critical infrastructure protection.
- Developing intelligent control and sensor technology.
Safety and Risk Assessment: We are strengthening our partnerships with DOE, NASA and others to develop models for assessing the risk of advanced energy systems, materials, aviation systems, and manufacturing systems. This includes:

- Establishing graduate degree and certificate programs within targeted areas as need and opportunity arise.
- Developing risk models of composite materials used in advanced aircraft.
- Supporting the development of risk models for advanced nuclear reactor designs.

Continuing to develop and modify safety and risk assessment curriculum for INL and other DOE site contractors' employees necessary to meet DOE’s strategic missions.

Activities and Measures

Over the previous 5 years, the University of Idaho – Idaho Falls has expanded its role in eastern Idaho from primarily providing educational services to INL contractors to a vibrant research and educational organization that fulfils the University's role as the land-grant research university and the flagship institution of Idaho. To facilitate the continued progress of the University of Idaho – Idaho Falls and to ensure ongoing alignment of our activities with the University of Idaho’s strategic goals, specific planned actions with an associated timeline for their achievement have been developed. These actions are summarized below and presented in greater detail on pages 11-12.

Goal 1: Teaching and Learning

Objective: Develop integrative learning activities spanning student's entire university experience.

Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Create an Energy Emphasis Area and Certificate within the Environmental Science Masters Program</td>
<td>2012</td>
</tr>
<tr>
<td>Develop an integrated statewide Nuclear Engineering Program in collaboration with Idaho State University and Boise State University. This program will share each institution's expertise to enhance the student experience and reduce program cost.</td>
<td>2013</td>
</tr>
<tr>
<td>Accredit the B.S. Industrial Technology program through the Association for Technical Management &amp; Applied Engineering Program</td>
<td>2015</td>
</tr>
<tr>
<td>Create a graduate teacher STEM education program with focus in Technology and Engineering</td>
<td>2015</td>
</tr>
</tbody>
</table>
“Doing my MS thesis research project at CAES has given me an unique opportunity to directly work on a DOE-sponsored R&D project of relevance to a next generation nuclear reactor that is being designed by the INL. The safety issue I investigated is of direct significance to INL. I was also fortunate to have both UI faculty and INL research staff provide input and to serve on my committee. This is an experience that is difficult to produce anywhere except at University of Idaho, Idaho Falls.”

Gannon J. Johnson, M.S.
Mechanical Engineering

Goal 2: Scholarly and Creative Activity

Objective: Increase amount and recognition of research and research based education in science and engineering field relevant to INL and CAES

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Expand and renew the physical and administrative infrastructure required to conduct world class research and associated graduate education in Energy, Environmental and Homeland Security fields.</td>
<td>2011-2015</td>
</tr>
</tbody>
</table>

Goal 3: Outreach and Engagement

Objective: Build stronger partnerships with INL and other educational institutions.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Enhance the value of the INL Education Contract to the INL by delivering job relevant education to employee students, providing opportunities for INL employees to serve as adjunct faculty and lecturers, and educating a local pool of potential employees from which the INL could hire.</td>
<td>2015</td>
</tr>
<tr>
<td>Conduct STEM outreach to local K-12 technical and pre engineering programs.</td>
<td>2011-2015</td>
</tr>
</tbody>
</table>
Goal 4: Community and Culture

Objective: Provide a workplace that values diversity while delivering prompt, efficient, and accurate responses to process and administrative issues.

Actions
Create a multi-institutional culture and environment that fosters collaboration, encourages professional and personal growth, and where students, staff, and faculty members with diverse and underserved backgrounds are welcomed as contributors, choose to participate, and are valued regardless of institutional affiliation.

Support and promote student diversity and college access.

Timeline
2011-2015

Each year University of Idaho co-hosts an event for junior high and high school minority students called Celebrate Your Future. It encourages students to consider various opportunities for their future; and teaches them tools to make good life choices.
### Strategic Implementation Plan

#### Goal 1: Teaching and Learning
**Objective:** Develop integrative learning activities spanning student’s entire university experience.

<table>
<thead>
<tr>
<th>Action steps</th>
<th>Description</th>
<th>Performance Measure</th>
<th>Internal/external Partner(s)</th>
<th>Position(s) Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain permanent course #’s for new courses</td>
<td>Create an Energy Emphasis area and Certificate within the Environmental Science Masters Program</td>
<td>Completion of NOI</td>
<td>ENVS Program, ENVS Faculty</td>
<td>IF ENVS Program Coordinator</td>
<td>2012</td>
</tr>
<tr>
<td>2. Seek curriculum Committee approvals</td>
<td>Develop an integrated statewide Nuclear Engineering Program in collaboration with Idaho State University and Boise State University. This program will share each institution’s expertise to enhance the student experience and reduce program cost.</td>
<td>Completion of MOU</td>
<td>UI, ISU &amp; BSU Colleges of Engineering, NE Faculty</td>
<td>Associate Dean of Engineering, UIFI Center Executive Officer, NE program Coordinator</td>
<td>Have a draft MOU ready by end of June, additional reviews by end of August, final version for vote by end of October, all parties signed by Dec 1, 2012 and effective Jan. 1, 2013</td>
</tr>
<tr>
<td>3. Submit NOI for Certificate</td>
<td>Accredite the B.S. Industrial Technology program through the Association for Technical Management &amp; Applied Engineering</td>
<td>Completion of Accreditation</td>
<td>Resident, Adjunct Faculty and Lecturers</td>
<td>Senior Assoc. Dean of Engineering, INDT Program Director</td>
<td>2015</td>
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<tr>
<td>4.</td>
<td>Create an Advisory Committee</td>
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<td>5.</td>
<td>Develop adequate teaching labs</td>
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<td>6.</td>
<td>Complete Scif Study</td>
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<td>7.</td>
<td>Host Accreditation Visit</td>
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<td>8.</td>
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#### Goal 2: Scholarly and Creative Activity
**Objective:** Increase amount and recognition of research and research based education in science and engineering field relevant to INL and CAES

<table>
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<tr>
<th>Action steps</th>
<th>Description</th>
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<th>Internal/external Partner(s)</th>
<th>Person(s) Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess Student Demand for program</td>
<td>Create a graduate teacher STEM education program with focus in Technology and Engineering</td>
<td>Completion of NOI</td>
<td>Colleges of Education and Engineering, BYU-Idaho</td>
<td>Center Executive Officer, Dean of Education</td>
<td>201</td>
</tr>
<tr>
<td>2. Develop proposed curriculum</td>
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<tr>
<td>3. Seek Curriculum Committee approval</td>
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<tr>
<td>4. Submit NOI</td>
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<tr>
<td>5. Deliver local support for the development of research proposals and the financial management of research grants and contracts</td>
<td>Expand and renew the physical and administrative infrastructure required to conduct world class research and associated graduate education in Energy, Environmental and Homeland Security fields.</td>
<td>Increase average annual research expenditures per faculty member by 3% per year</td>
<td>INL, CAES, Other partners as appropriate</td>
<td>UI Associate Director for CAES, IF Operations Manager, IF Laboratory Coordinator</td>
<td>2015</td>
</tr>
</tbody>
</table>
### Goal 3: Outreach and Engagement
**Objective:** Build stronger partnerships with INL and other educational institutions.

<table>
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<tr>
<th>Action steps</th>
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<th>Internal/external Partner(s)</th>
<th>Person(s) Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Meet annually with the INL to define educational needs and trends</td>
<td>Enhance the value of the INL Education Contract to the INL by delivering job relevant education to employee students, providing opportunities for INL employees to serve as adjunct faculty and lecturers, and educating a local pool of potential employees from which the INL could hire.</td>
<td>Increases in the number of graduate, undergraduate and professional development INL employee students/adjunct faculty and lecturers</td>
<td>INL, UIIF faculty and staff</td>
<td>INL Education Contract Coordinator</td>
<td>2011-2015</td>
</tr>
<tr>
<td>2. Hold recruiting activities at INL locations</td>
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<tr>
<td>3. Report numbers and statistics for all graduates regardless of employer in INL relevant programs.</td>
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</table>

1. Coordinate the delivery of science, technology, and engineering presentation by IF faculty to technical and pre-engineering programs in local schools.
2. Participate in local robotic, science fair and other technology oriented K-12 competitions
3. Participate with UI Extension 4-H Robotics Teams

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<thead>
<tr>
<th>Description</th>
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<th>Internal/external Partner(s)</th>
<th>Person(s) Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct STEM outreach to local K-12 technical and pre engineering programs.</td>
<td>Number of visits to local schools and or program</td>
<td>Local School Districts, UIIF faculty, students, and staff, UI Extension Faculty, Staff, and County 4-H Personnel</td>
<td>INL Education Contract Coordinator, UIIF Faculty, Extension 4-H Faculty and Personnel</td>
<td>2011-2015</td>
</tr>
</tbody>
</table>

### Goal 4: Community and Culture
**Objective:** Provide a workplace that values diversity while delivering prompt, efficient, and accurate responses to process and administrative issues.

<table>
<thead>
<tr>
<th>Action steps</th>
<th>Description</th>
<th>Performance Measure</th>
<th>Internal/external Partner(s)</th>
<th>Person(s) Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with the Local Operations (LOC) Committee to plan and participate in annual Clergy Training</td>
<td>Create a multi-institutional culture and environment that fosters collaboration, encourages professional and personal growth, and where students, staff, and faculty members with diverse and underserved backgrounds are welcomed as contributors, choose to participate, and are valued regardless of institutional affiliation.</td>
<td>Successful completion of Clergy and Multi-Cultural Trainings</td>
<td>UIIF Faculty and Staff, Idaho Falls ISU, BSU faculty and staff</td>
<td>IF operations Manager, IF Center Executive Officer, Associate Registrar</td>
<td>2011-2015</td>
</tr>
<tr>
<td>2. Work with LOC to schedule annual Multi-Cultural events for Faculty, Staff, and students</td>
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1. Participate in “Celebrate Your Future”
2. Support Idaho College Pathways

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<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and promote student diversity and college access</td>
<td>Increase number of students who participate</td>
<td>Idaho State University and Eastern Idaho Technical College</td>
<td>Associate Registrar, Student Services Staff</td>
<td>2011-2015</td>
</tr>
</tbody>
</table>
Appendix A

INTRODUCTION

PRINCIPLES AND VALUES

The University of Idaho is the first choice for student success and statewide leadership. We are the premier land-grant research university and the flagship institution in our state. We lead in teaching and engaged student learning in our undergraduate, graduate, and professional programs. We excel at interdisciplinary research, service to businesses and communities, and in advancing diversity, citizenship, and global outreach. Through our growing residential and networked university and strong alumni connections, we develop leaders who will guide Idaho to global economic success, create a sustainable American West, and address our nation’s most challenging problems.

As Idaho’s land-grant institution, our students, faculty, and staff are engaged in a vast network of powerful partnerships through statewide locations, laboratories, research and extension centers, outreach programs, and a base of loyal alumni worldwide. These resources provide connections to individuals, businesses, and communities that strive to improve the quality of life of all Idaho citizens and secure the economic progress of the world.

We are committed to a student-centered, engaged learning environment. Our unique geography, intimate setting, residential campus, and dedicated faculty provide aspiring leaders with the skills and abilities to challenge themselves and learn by doing.

Our leadership position in research and creative activity presents opportunities to interact and innovate with world-class faculty. Our students gain firsthand experience addressing global challenges, and bring contemporary knowledge and experience into their careers and lives.

Students, faculty, and staff at the University of Idaho are dedicated to advancing a purposeful and just community that respects individuality and provides access and inclusion for all cultures to create a climate that is civil and respectful. Innovative, productive collaborations that foster community and build morale are encouraged.

Over the past five years, the university community has implemented a strategic plan to further the vision and mission of the university. This 2011-2015 Strategic Plan fulfills the promise of a 21st century land-grant institution to lead and inspire Idaho, the nation, and the world. To achieve this, all units will develop strategic actions that advance the overall strategic direction, vision, and values of the institution.

Learn, create, and innovate
Celebrate excellence
Preserve and transmit knowledge
Change lives
Act with integrity
Welcome and include everyone
Treat others with respect
Take responsibility for the future.
Appendix A

Leading Idaho: The University of Idaho’s Strategic Plan, 2011-2015

INTRODUCTION

The University of Idaho is the first choice for student success and statewide leadership. We are the premier land-grant research university and the flagship institution in our state. We lead in teaching and engaged student learning in our undergraduate, graduate, and professional programs. We excel at interdisciplinary research, service to businesses and communities, and in advancing diversity, citizenship, and global outreach. Through our growing residential and networked university and strong alumni connections, we develop leaders who will guide Idaho to global economic success, create a sustainable American West, and address our nation’s most challenging problems.

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PRINCIPLES AND VALUES

- Learn, create, and innovate
- Celebrate excellence
- Preserve and transmit knowledge
- Change lives
- Act with integrity
- Welcome and include everyone
- Treat others with respect
- Take responsibility for the future.
Goal 1: Teaching and Learning Goal: Enable student success in a rapidly changing world.

Context: Our graduates live, work, compete, and prosper in a constantly changing environment. Consequently, curricula, co-curricular activities, pedagogy, and assessment must be quickly adaptable as the environment changes. Learning experiences drawn from our disciplinary and interdisciplinary strengths will help students develop the ability to identify and address complex problems and opportunities.

Objective A: Build adaptable, integrative curricula and pedagogies.

Strategies:
1. Streamline policies and practices to enable creative program revision and course scheduling.
2. Implement general education requirements that emphasize integrative learning throughout the undergraduate experience.
3. Use external and internal assessments to keep teaching and learning vital.
4. Build curricula to support timely degree completion.
5. Expand opportunities for professional education.
6. Apply emerging technologies to increase access and respond to the needs of local and global learners.
7. Develop increased learning opportunities for underserved or underrepresented communities.
8. Employ active learning pedagogies to enhance student learning where appropriate.

Objective B: Develop integrative learning activities that span students’ entire university experience.

Strategies:
1. Increase educational experiences within the living and learning environments.
2. Engage alumni and stakeholders as partners in student mentoring.
3. Increase student participation in co-curricular activities.
4. Integrate curricular and co-curricular activities.
5. Increase opportunities for student interaction and interdisciplinary collaboration.
Goal 2: Scholarly and Creative Activity Goal: Promote excellence in scholarship and creative activity to enhance life today and prepare us for tomorrow.

Context: Our quality of life today and in the future depends on the merit of our scholarship and creative endeavors. Many of the most pressing issues facing society cut across disciplines and require solutions that do the same. At the University of Idaho we are committed to helping address society’s pressing issues by continuing to support strong disciplinary and interdisciplinary activities that emphasize quality, innovation, critical thinking, and collaboration. We intend to improve the quality of life of all Idaho citizens and secure the economic progress of our world.

Objective A: Strengthen all scholarly and creative activities consistent with the University’s strategic missions and signature areas.

Strategies:

1. Engage accomplished scholars to provide mentoring and leadership for key research and creative initiatives.
2. Increase the number of endowed faculty positions and postdoctoral, graduate, and undergraduate fellowships.
3. Support faculty, student, and staff entrepreneurial activity to develop new areas of excellence.
4. Implement university-wide mechanisms to provide attractive start-up packages for faculty and reward systems that recruit and retain world class faculty and staff.
5. Leverage the skills of non-tenure track faculty to promote research growth.
6. Increase the application of and public access to the results of scholarly and creative activities.

Objective B: Enable faculty, student, and staff engagement in interdisciplinary scholarship and creative activity.

Strategies:

1. Expand opportunities for ongoing interactions among faculty, students, and staff to identify areas of common interest.
2. Increase support for graduate and undergraduate interdisciplinary research and creative activity.
3. Develop clear criteria for evaluating engaged scholarship.
4. Increase the national and international visibility of the University’s contributions to interdisciplinary activities.
5. Partner with other educational institutions, industry, not-for-profits, and public agencies to expand resources and expertise.
6. Facilitate the submission of large, interdisciplinary proposals to obtain funding and to sustain successful projects.
Goal 3: Outreach and Engagement Goal: Meet society’s critical needs by engaging in mutually beneficial partnerships.

Context: As the state’s land-grant institution, the University of Idaho is uniquely positioned to expand its impact in Idaho and beyond. We seek to achieve that end through engagement—working across disciplines; integrating teaching, research, and outreach; and partnering with constituents for the mutually beneficial exchange of knowledge and resources.

Objective A: Develop processes, systems, and rewards that foster faculty, staff, and student outreach and engagement

Strategies:
1. Increase the internal visibility of our outreach and engagement activities to facilitate interaction and develop synergies across the university.
2. Develop clear criteria for evaluating outreach and engagement.
3. Recognize and reward engagement with communities, businesses, non-profits, and agencies.
4. Develop an infrastructure and streamline administrative processes to coordinate outreach and engagement efforts.
5. Communicate best practices for development and implementation of outreach and engagement projects.

Objective B: Strengthen and expand mutually beneficial partnerships with stakeholders in Idaho and beyond.

Strategies:
1. Increase opportunities for faculty and students to connect with external constituents. Develop new partnerships with others who are addressing high priority issues.
2. Increase student participation in defining and delivering experiential learning opportunities.
3. Increase the external visibility of our outreach and engagement activities.
4. Coordinate plans to increase external funding for outreach and engagement.
Goal 4: Community and Culture Goal: Be a purposeful, ethical, vibrant, and open community.

Context: Our community is characterized by openness, trust, and respect. We value all members for their unique contributions, innovation, and individuality. Our community and culture must adapt to change, seek multiple perspectives, and seize opportunity. We are committed to a culture of service, internally and externally. We value a diverse community for enhanced creativity, cultural richness, and an opportunity to apply our full intellectual capacity to the challenges facing Idaho, the nation, and the world.

Objective A: Be a community committed to access and inclusion.

Strategies:
1. Recruit and retain a diverse student body.
2. Recruit and retain diverse faculty and staff.
3. Expand opportunities for cultural competency training.
4. Build extended community partnerships to enhance an environment that values diversity.

Objective B: Be a community committed to civility and respect.

Strategies:
1. Promote civil and respectful dialogue and debate both in and out of the classroom.
2. Increase systematic, consistent, and productive responses to behaviors that are destructive to the community.
3. Promote a sense of concern for and accountability to others.

Objective C: Be a community committed to productivity, sustainability, and innovation.

Strategies:
1. Reward individuals and units that aim high, work across boundaries, and capitalize on strengths to advance the overall strategic direction, vision, and values of the institution.
2. Develop and promote activities to increase collaboration with new and unique partners.
3. Energize the community and foster commitment to university-wide endeavors by communicating our successes.
4. Create efficiencies through innovative collaboration, shared goals, and common experiences.
5. Invigorate the community by promoting attitudes of leadership and excellence.
6. Steward our financial assets, infrastructure, and human resources to optimize performance.