

CNR Implementation Strategies for the University of Idaho Strategic Plan 2011-1015

GOAL 1: TEACHING AND LEARNING - Enable student success in a rapidly changing world through transformed teaching and learning.

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. Engage college faculty in a thoughtful dialog about curriculum revision to reduce course overlap and low- enrollment courses, while maintaining effective delivery. Address undergraduate and graduate interrelated course offerings and delivery in an integrative manner. Expand the CNR Core curriculum and develop common courses that serve multiple majors.
2. Use development strategies to support and enhance academic programs, particularly field studies and experiential learning; improve classroom facilities and teaching technology.
3. Improve mechanisms for engaging non-tenure track faculty and instructors in our teaching programs.
4. Strategically engage doctoral students in undergraduate teaching. Mentor doctoral students in teaching methods and preparing for faculty positions.
5. Enhance our professional graduate education programs. Develop consistent course offerings, sustainable faculty/instructor teaching assignments, recruitment/retention, and assessment.
6. Develop a competitive distance education capacity, especially supporting professional graduate and certificate programs.
7. Define the leadership role, responsibilities and available resources for each of the eight undergraduate program leaders.
8. Support and reward a culture of dedicated academic advising among faculty and staff.

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

Strategies:

9. Support, evaluate and reward faculty participation in interdisciplinary and integrated programs across campus.
10. Employ a CNR Director of Student Services to manage recruitment, retention, extramural and co-curricular activities.
11. Reinvigorate the CNR Student Affairs Council (SAC) and support the student clubs and the Living and Learning Center (CNR house).
12. Utilize development and entrepreneurial (on-line education, Y-accounts) income to build student scholarships, provide travel money for professional events, and support participation in service-learning activities.

GOAL 2: SCHOLARLY AND CREATIVE ACTIVITY - 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 are committed to addressing questions that are relevant to society. 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:

13. Allocate time, facilitation and support to help increase faculty participation in competitive grants, and create incentives to increase their scholarly impact.

Actions:

- a. provide human resources to mentor faculty in grantsmanship into leadership positions on nationally competitive grants;
 - b. support leadership training for all faculty, especially underrepresented women and minority faculty members. Maintain a diverse portfolio of external support, including increasing the proportion of nationally competitive grants.
14. Establish funded seminar series to bring cutting-edge scientists and professionals to campus to interact with faculty and students.

15. Increase the rate of both direct (faculty and staff time) and indirect (F&A) cost recovery. Use the differential in cost recovery to develop faculty, staff and programs.
16. Increase grant submissions to agencies (e.g. DOE, NSF) to engage more undergraduates in research experiences.
17. Increase the number of grant submissions for competitive doctoral student awards (e.g. NSF, DOE, Fulbright) and mentor graduate students and faculty to facilitate grant submissions.
18. Improve efficiency of internal practices to facilitate growth and development of scholarly activity.

Actions:

- a. develop more efficient and helpful procedures for pre- and post-award grant administration, travel administration and human resources.
 - b. build in direct administrative support for large interdisciplinary grants.
 - c. mentor faculty to efficiently administer grants.
 - d. use income from entrepreneurial activity (on-line education, Y-accounts) to grow and develop scholarly activity.
19. Improve capacity for non-tenure track faculty and postdoctoral student engagement in research and scholarship.

Actions:

- a. define the role of non-tenure track faculty on campus.
- b. develop a culture that welcomes, supports and retains non-tenure track faculty.
- c. leverage the skills of non-tenure track faculty in the proposal and scholarship process.

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

Strategies:

20. Continue to foster faculty involvement in interdisciplinary teaching and degree programs, research and scholarship.
21. Continue to participate and lead initiatives in the U-Idaho signature research areas.
22. Match faculty expertise across campus with agency programs to improve academic infrastructure and instrumentation. Develop coordinated efforts to improve infrastructure and instrumentation in strategic areas (e.g. fire science, genetics, bioenergy, geospatial/information sciences, environmental monitoring, and stable isotope science).

23. Establish environmental monitoring networks (Experimental Forest, Taylor, and Nokes) to facilitate long-term interdisciplinary studies.
24. Revise promotion and tenure guidelines to clarify the role and value of interdisciplinary research and scholarship.

GOAL 3: OUTREACH AND ENGAGEMENT - 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:

25. Establish a CNR outreach and engagement committee to coordinate the outreach functions of the college.
26. Revise tenure and promotion guidelines to more effectively recognize outreach.

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

Strategies:

27. Establish advisory boards involving stakeholders and partners who focus their activities on assessment, fundraising, advocacy and placement activities/internships.
28. Implement practica, internships and other opportunities to engage students in service learning, including incentives for faculty.
29. Strengthen CNR's capabilities to identify and secure grants, contracts and external revenue streams to support outreach activities.
30. Create an annual, one-day, all college open house for all students and the local public to learn about college programs, news and/or events.

GOAL 4: COMMUNITY AND CULTURE - 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:

31. Recruit and retain a diverse student body.
32. Expand efforts to recruit a more diverse applicant pool of faculty and staff candidates.
33. Participate in university-sponsored cultural competency training as available.

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

Strategies:

34. Support and encourage both formal and informal activities that cultivate positive relationships and behaviors among faculty, staff and students within the CNR community.
35. Create a culture of tolerance, mutual respect and celebrate the diversity of scholarship, outreach, teaching and service.
36. Empower, support and equip all CNR community members to deal with inappropriate behaviors or confrontations in the workplace through formal and informal education and training.

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

Strategies:

37. Create a culture of sustainability across all parts of our operations and reduce our environmental footprint.

Actions:

- a. reduce our fuel and energy consumption, increase use of renewable power sources, increased green purchasing, reduce our waste stream and increase recycling.
 - b. promote dialogue and self-education to understand best practices for sustainable operations, and resource use.
 - c. reward individual and collective behaviors within the CNR community that contribute to the sustainability of facilities and resources.
38. Continually evaluate existing staff responsibilities and workloads to provide efficient, quality service to our community.
 39. Support the entire college community by encouraging periodic, college-wide recognition and congratulatory events.
 40. Enhance partnerships with CNR stakeholders through promoting college programs, distinctions and leadership by our students, faculty and staff.