

# Leading Idaho: The University of Idaho Strategic Plan

2011-2015

#### VISION

We will be a leader among land-grant and flagship institutions in the 21<sup>st</sup> century by promoting an entrepreneurial spirit; embracing the contributions of multiple cultures, identities, and perspectives; and bringing together the talents and enthusiasm of faculty, staff, and students. We will be widely recognized as a creative university that is both environmentally and fiscally sustainable and is an engaged partner in addressing the changing needs of our stakeholders in Idaho, the nation, and the world.

#### **MISSION**

The University of Idaho is the state's flagship and land-grant research university. From this distinctive origin and identity comes our commitment to enhance the scientific, economic, social, legal, and cultural assets of our state, and to develop solutions for complex problems facing society. We deliver on this commitment through focused excellence in teaching, research, outreach, and engagement in a collaborative environment at our residential main campus, regional centers, extension offices, and research facilities throughout the state. Consistent with the land-grant ideal, our outreach activities serve the state at the same time they strengthen our teaching as well as scholarly and creative capacities.

Our teaching and learning includes undergraduate, graduate, professional, and continuing education offered through both resident instruction and extended delivery. Our educational programs are enriched by the knowledge, collaboration, diversity, and creativity of our faculty, students, and staff.

Our scholarly and creative activities promote human and economic development, global understanding, and progress in professional practice by expanding knowledge and its applications in the natural and applied sciences, social sciences, arts, humanities, and the professions.

#### **ROLE**

Our commitment to focused excellence includes developing and delivering pre-eminent statewide programs. These programs are delivered in the Morrill Act-mandated primary emphases areas in agriculture, natural resources, and engineering; and sustaining excellence in architecture, law, liberal arts, sciences, education, business and economics, and programs in medical and veterinary medical education, all of which shape the core curriculum and give meaning to the concept of a flagship university.

#### **PRINCIPLES AND VALUES**

Learn, create, and innovate
Preserve and transmit knowledge
Act with integrity
Treat others with respect
Celebrate excellence
Change lives
Welcome and include everyone
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:

- 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.

<u>Objective B</u>: 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.