



**University of Idaho**  
Extension

# STRATEGIC PLAN



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University of Idaho Extension provides reliable, research-based education and information to help people, businesses and communities solve problems, develop skills and build a better future. Our statewide network of faculty and staff in 42 counties and 9 research and Extension centers transforms knowledge into solutions that work for our diverse stakeholders. UI Extension's mission and operations most directly advance University of Idaho's strategic goals 1 and 2, grounding research in the needs of the people of the state and addressing societal needs.

This plan is a starting point and a basic framework for further organizational planning and development as UI Extension rises to the challenge of addressing needs in the state of Idaho. UI Extension is a dynamic, purpose-driven organization with great intellectual and educational capacity. This plan identifies our next steps in building our role and increasing our impact in the State of Idaho. Metrics will be used to guide our work while providing annual benchmarks to track our progress in reaching the goals in our plan.

Thank you to the Planning Committee members and to all who contributed time and wisdom during this planning effort. I've never been more optimistic about what we can accomplish together, and the contributions to this planning effort reflect the energy, expertise and talent of our organization.

**Barbara Petty, Ph.D.**  
Associate Dean/Director of Extension  
College of Agricultural and Life Sciences

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# STRATEGIC PLAN SUMMARY

The strategic plan was developed through a year-long process that involved UI Extension leadership, faculty, staff and stakeholders. The process to develop the plan included conducting an Extension Needs Assessment and a series of planning sessions involving UI Extension leadership, faculty and staff.

## UNIVERSITY OF IDAHO NEEDS ASSESSMENT

The needs assessment was conducted by the CALS Office of Grant and Project Development. An advisory committee of UI Extension faculty provided guidance and feedback for the data collection portion of the assessment. The assessment collected data through surveys of UI Extension personnel, county commissioners and stakeholders, plus 11 listening sessions with stakeholders around the state. This information was supplemented with an extensive review of existing secondary data.

## PLANNING MEETINGS

A group of approximately 20 UI Extension faculty, administrators and staff participated in a planning session in Caldwell in March 2017 to revisit the UI Extension mission and vision and develop goals, objectives, outcomes and indicators for the strategic plan. These were then presented at the UI Extension Annual Conference in Burley in April 2017. Those present at the conference participated in several planning sessions to review previous work and then developed activities, timelines and responsibilities for the plan.

## PARTICIPANTS

Strategic planning participants included 20 UI Extension faculty, seven members of UI Extension administration, Darin Saul from CALS Office of Grant and Project Development and Debbie Rigby from the CALS Dean's office.

### UI Extension Faculty

Ariel Agenbroad  
Suzann Dolecheck  
Benton Glaze  
Melissa Hamilton  
Lyle Hansen  
Steve Hines  
Jang Ho Kim  
Wayne Jones  
Nancy Melville  
Jerry Neufeld  
Annie Roe  
Terrell Sorensen  
Kathe Tiff  
Liliana Vega  
Olga Walsh  
Bill Warren  
Shannon Williams  
Carmen Willmore  
Sharla Wilson  
Grace Wittman

### UI Extension Administration

Nav Ghimire  
Mike Howell  
Jim Lindstrom  
Sonya Meyer  
Pat Momont  
Barbara Petty  
Marnie Spencer

### Other attendees

Debbie Rigby  
Darin Saul

# UI EXTENSION MISSION

University of Idaho Extension improves people's lives by engaging the university and our communities through research-based education. Our areas of expertise are Agriculture, Community Development, Family and Consumer Sciences, Natural Resources and Youth Development.

# UI EXTENSION VISION

University of Idaho Extension: Leaders in building a thriving, prosperous, healthy Idaho.

## UI EXTENSION VALUES

### **Land-grant mission**

UI Extension honors its land-grant responsibility—to deliver knowledge created at the University of Idaho to the people of Idaho for their beneficial use; to address national priorities; and to help guide the university's academic and research functions by keeping the university informed of the people's issues and problems.

### **Community-based responsiveness**

UI Extension has an ongoing local presence with office locations in 42 of Idaho's 44 counties and delivers programs in all 44 counties in response to changing community needs. The UI Extension network across the state is rooted in local relationships, ensuring delivery of needed education and continuity of community support.

### **Accountability**

We value stewardship of UI Extension resources, engaging in programs with measurable outcomes, and communicating those impacts to stakeholders.

### **Integrity and credibility**

UI Extension values professional excellence in expertise and ethical conduct. UI Extension educational programs are research-based.

### **Excellence**

UI Extension programs are supported by cutting-edge research and take innovative and resourceful approaches to address community concerns.

### **Internal and external partnerships**

We leverage resources through partnerships and collaborations to increase impact and visibility of UI Extension programming throughout the university, our communities and beyond.

### **Diversity**

We value and encourage diversity in a welcoming and supportive environment by exhibiting mutual respect for each other and for our clientele.

### **Healthy, productive employees**

As healthy, productive employees, we will promote a culture of trust and appreciation for diverse values. Open and honest communication creates a supportive work environment that allows all employees to achieve their full potential.

# UI EXTENSION GOALS

UI Extension adopted University of Idaho Strategic Plan goals to directly tier its own strategic plan to the broader university plan. The only change was to delete the reference to students in Goal 4 to better align with UI Extension’s mission and operations.

## 1. INNOVATE:

scholarly and creative products of the highest quality and scope, resulting in significant positive impact for the region and the world

## 2. ENGAGE:

suggest and influence change that addresses societal needs and global issues, and advances economic development and culture

## 3. TRANSFORM:

increase our educational impact

## 4. CULTIVATE:

foster an inclusive, diverse community of faculty and staff and improve cohesion and morale



**FIRST  
WAYPOINT  
METRICS**



**Long-term focus to support the University of Idaho Strategic Plan:** University of Idaho Extension’s mission and activities most strongly align with Goals 1 and 2 of the University of Idaho Strategic Plan. Our nine-year plan is to focus most heavily on advancing all objectives of these first two goals. UI Extension directly addresses the long-term institutional metric “Go-on impact” (see Table 1 Long-term priority institutional metrics). UI

Extension 4-H Youth Development programs specifically serve youth and families across the state in preparing for college and developing life skills to improve the go-on impact in Idaho. UI Extension is actively growing its 4-H and other youth programs in the state through increased staffing, external funding and collaboration with community partners. We will continue to grow the participation rate and impact of these programs.

**TABLE 1**  
Long-term priority institutional metrics

**UI Extension’s contribution to University of Idaho’s priority institutional metrics**

University performance measure	Focus for unit? (Y or N)	University baseline	Unit baseline	Unit target for 2025	Summary tactics / comments
Terminal Degrees	N	275			
Go-on impact	Y	TBD	TBD	TBD	Increase 4-H and other youth program participation
Enrollment	N	11,372			
Equity metric	N	75%			
“Great Colleges” survey	N	3 <sup>rd</sup> Group			



# GOAL 1: INNOVATE



## SCHOLARLY AND CREATIVE PRODUCTS OF THE HIGHEST QUALITY AND SCOPE, RESULTING IN SIGNIFICANT POSITIVE IMPACT FOR THE REGION AND THE WORLD.

**OBJECTIVE 1A: Build a culture of collaboration with UI Extension faculty and industry partners to increase applied and demonstrative research and scholarship output.**

**Strategies and indicators:**

- 1A.1 Increased research productivity.
  - Number of peer-reviewed publications, scholarly work and other activities.
- 1A.2 Increased collaboration within the university and with external partners.
  - Number of collaborations.
- 1A.3 Development of an applied research network.
  - Amount of external funding.

**OBJECTIVE 1B: Adapt, transfer and apply knowledge through scholarly production and creative works.**

**Strategies and indicators:**

- 1B.1 Increased client and partner access to knowledge.
  - Number of clients who accessed new research findings.
- 1B.2 Improved knowledge, attitudes and changed behaviors relevant to needs in the state.
  - Number of field days, curriculum developed and other research dissemination activities and products.

**OBJECTIVE 1C: Grow reputation by increasing programs that have documentable impact in Idaho, the region and the nation.**

**Strategies and indicators:**

- 1C.1 UI Extension recognized as a leader and expert.
  - Number of multi-state projects, peer-reviewed publications, invited presentations and collaborations, and awards from professional organizations and other associations.
- 1C.2 Increased positive impact outside of the state.
  - Number of multi-state projects, peer-reviewed publications, invited presentations and collaborations, and awards from professional organizations and other associations.

**WAYPOINT 1 goal(s) and objective(s), institutional metric(s) and tactics**

We will directly support all objectives of Goal 1 with a focus on increasing externally funded research that directly and collaboratively addresses stakeholder priorities in the state. UI Extension builds on considerable momentum and success in conducting high quality research that is collaboratively designed and implemented. Tactics to advance Goal 1 include:

1. Increase the number of collaborative projects and research
2. Evaluate and refine UI Extension programs
3. Increase the number of presentations and publications of scholarly work
4. Submit more and larger proposals for external funding for research
5. Increase marketing and dissemination of research findings and programs

**Waypoint metrics for Goal 1 are presented in Table 2.** We will use 2017-2018 as a baseline year for all metrics. The percent increases in the progress columns are over the previous year.

**TABLE 2**  
Waypoint 1 metric targets for UI Extension for Innovate Goal 1

Tactic number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2018	Progress by July 2019	Comments
1. Develop collaborative projects and research	1A, 1B, 2A, 2B, 2C	Number of partners in collaborations	3% increase	3% increase	
2. Evaluate UI Extension programs	1B, 2A, 2B	Percent programs with completed evaluations	50%	75%	All units complete an evaluation each year
3. Increase presentations and publication of scholarly products	1C	Number of presentations and publications	3% increase	3% increase	
4. Seek funding for research	1A, 1B, 1C, 2A, 2B	Amount of research expenditures	3% increase	3% increase	
5. Marketing and dissemination of research	1A, 1B, 1C, 2A, 2B	Number of marketing activities	3% increase	3% increase	



**SUGGEST AND INFLUENCE CHANGE THAT ADDRESSES SOCIETAL NEEDS AND GLOBAL ISSUES AND ADVANCES ECONOMIC DEVELOPMENT AND CULTURE.**

**OBJECTIVE 2A: Inventory and continuously assess UI Extension programs and community needs to respond to emerging issues.**

**Strategies and indicators:**

- 2A.1 Programs are responsive to community needs.
  - Needs assessments are conducted on an ongoing basis.

**OBJECTIVE 2B: Promote and maintain consistent messaging that informs, engages and connects individuals and communities with UI Extension.**

**Strategies and indicators:**

- 2B. Clientele know about us and are easily accessing up-to-date information.
  - Number of hits on website and social media outlets as well as the frequency that information is updated and posted.

**OBJECTIVE 2C: Develop diverse collaborations to leverage resources and/or facilitate community solutions.**

**Strategies and indicators:**

- 2C. Strong relationships with multiple state and local partners.
  - Number of partnerships and/or amount of external funding.
  - Number of community groups formed.

**WAYPOINT 1 goal(s) and objective(s), institutional metric(s), and tactics**

We will directly advance all objectives of Goal 2 by the following tactics:

1. Increase the visibility of UI Extension programs across the state
2. Develop and maintain relationships with a diverse group of stakeholders
3. Expand UI Extension program delivery
4. Learn about and understand underserved audiences
5. Improve use of technology for program delivery

**Waypoint metrics for Goal 2 are presented in Table 3.** We will use 2017-2018 as a baseline year for all metrics. The percent increases in the progress columns are over the previous year.

**TABLE 3**  
Waypoint 1 metric targets for UI Extension for Engage Goal 2

Tactic number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2018	Progress by July 2019	Comments
1. Communicate to external audiences about UI Extension programs	2A, 2B, 2C	Number of marketing and communication activities	3% increase	3% increase	
2. Identify stakeholders and partners and develop and maintain relationships	2A, 2B, 2C	Number of UI Extension contacts	3% increase	3% increase	
3. Continue to build existing programs	2A, 2B, 2C	Number of UI Extension contacts	3% increase	3% increase	
4. Learn more about and understand underserved audiences	2A, 2B, 2C	Number of participants in training activities relevant to underserved audiences	3% increase	3% increase	
5. Maximize technology use and efficiency	2A, 2B, 2C	Milestones reached	3% increase	3% increase	



# GOAL 3: TRANSFORM

## INCREASE OUR EDUCATIONAL IMPACT.

**OBJECTIVE 3A: Deliver multifaceted research-based educational programming to address local priority needs.**

**Strategies and indicators:**

- 3A.1 Educational contacts.
  - Number of contacts
- 3A.2 Knowledge and skills gained
  - Identified knowledge and skills gained.
- 3A.3 Behavioral and societal changes.
  - Identified behavioral and societal changes (e.g., adopted best management practices).

**OBJECTIVE 3B: Develop, design, implement and support the continuous evaluation process to assess outcomes and return on investment for UI Extension programs.**

**Strategies and indicators:**

- 3B.1 Documented change.
  - Number of impacts reported.

**OBJECTIVE 3C: Identify, apply for and receive funding for educational programs.**

**Strategies and indicators:**

- 3C.1 Adequately funded current and emerging programs.
  - Dollar amount acquired for current and emerging programs and the number of programs/projects supported.

**WAYPOINT 1 goal(s) and objective(s), institutional metric(s), and tactics**

We will directly advance all objectives of Goal 3 using the following tactics:

1. Increase delivery of research-based educational programs that address local needs
2. Increase training and professional development opportunities and activities for faculty
3. Increase collaboration within UI Extension and across the broader University of Idaho community
4. Seek increased external funding for educational programs

**Waypoint metrics for Goal 3 are presented in Table 4.** We will use 2017-2018 as a baseline year for all metrics. The percent increases in the progress columns are over the previous year.

**TABLE 4**  
Waypoint 1 metric targets for UI Extension for Transform Goal 3

Tactic number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2018	Progress by July 2019	Comments
1. Research-based educational programs to address local needs	3A, 3B	Number of participants in research-based educational programs	3% increase	3% increase	For external stakeholders, not students
2. Training activities	3A, 3B	Number of training activities	3% increase	3% increase	For external stakeholders, not students
3. Partner with other personnel in UI Extension or other UI departments	3A, 3B	Number of partners	3% increase	3% increase	For external stakeholders, not students
4. Seek funding for educational programs	3A, 3B	External funding expended	3% increase	3% increase	For external stakeholders, not students



# GOAL 4: CULTIVATE

**FOSTER AN INCLUSIVE, DIVERSE**

**COMMUNITY OF FACULTY AND STAFF AND**

**IMPROVE COHESION AND MORALE.**

**OBJECTIVE 4A: Build an inclusive, diverse community that represents all perspectives.**

**Strategies and indicators:**

- 4A.1 Generate a higher level of interest from all audiences.
  - Number of participants from diverse populations.
- 4A.2 Remove barriers to increase participation.
  - Number of participants from diverse populations.

**OBJECTIVE 4B: Build successful relationships with our internal and external stakeholders.**

**Strategies and indicators:**

- 4B.1 Work collaboratively with diverse populations.
  - Number of collaborative partnerships.

**OBJECTIVE 4C: Provide educational opportunities for faculty, staff and volunteers to maintain relevancy and excellence in UI Extension programming.**

**Strategies and indicators:**

- 4C.1 Develop a highly competent group to address stakeholder needs.
  - Number of and participation in professional development opportunities.

**WAYPOINT 1 goal(s) and objective(s), institutional metric(s), and tactics**

We will directly advance all objectives of Goal 4 with the following tactics:

1. Increase number of faculty and staff who can deliver programs in native languages (other than English) and culturally acceptable environments.

**Waypoint metrics for Goal 4 are presented in Table 5.** We will use 2017-2018 as a baseline year for all metrics. The percent increases in the progress columns are over the previous year.

**TABLE 5**  
Waypoint 1 metric targets for UI Extension for Cultivate Goal 4

Tactic number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2018	Progress by July 2019	Comments
1. Increase faculty and staff who can deliver programming in native languages and culturally acceptable environments	4A, 4B	Percentage of faculty and staff who speak relevant languages other than English	3% increase	3% increase	

