



University of Idaho

James A. and Louise McClure
Center for Public Policy Research

Strategic Plan and Process 2018-2020

OPENING FROM THE DIRECTOR

Welcome! The James A. and Louise McClure Center for Public Policy Research is proud to be part of the University of Idaho's 125-year legacy of leadership, and excited to define new standards of excellence and impact in the future. The McClure Center is celebrating ten years of conducting nonpartisan research, informing public dialogue and policy and engaging students in learning about public policy making.

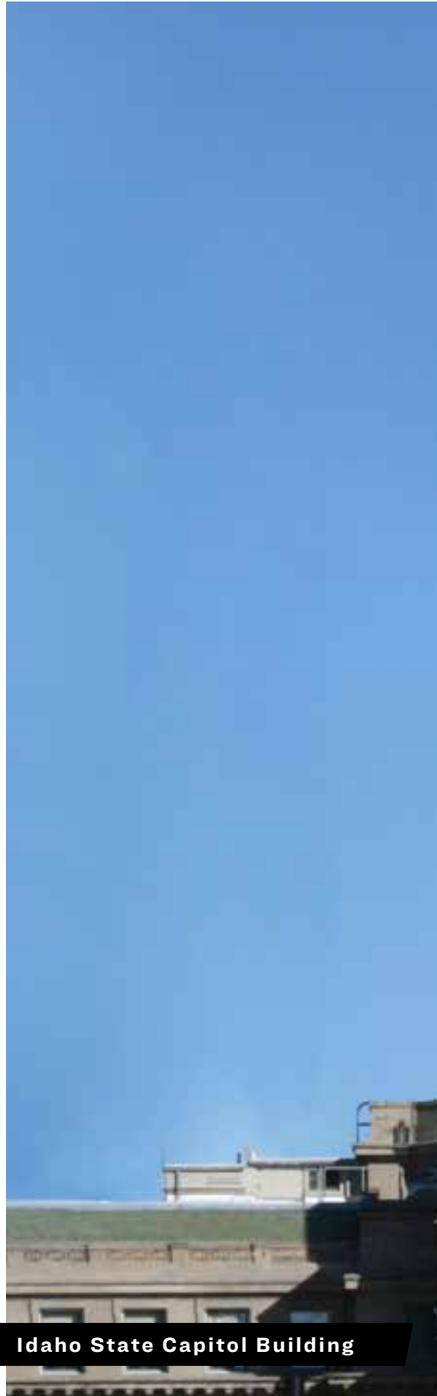
Inspired by Senator McClure's legacy of statesmanship, bipartisan cooperation and evidence-based decision making, the McClure Center addresses policy issues of importance at the local, state, regional, national and global levels. The McClure Center champions a culture of collaboration, makes the case for evidence and heightens public discourse around informed policy making. Its reach beyond the University and the capital city is critical.

The McClure Center engaged in a series of consultations to develop this strategic plan. Listening sessions were held with University of Idaho faculty, staff, students, alumni and leadership, as well as other universities, colleges, centers, institutes, policy leaders and government officials across Idaho and beyond. The McClure Center Advisory Board provided significant input.

This is a Center on the move. We welcome ideas for deepening engagement within and outside Idaho, and look forward to working with you.



Best wishes,
*Katherine Himes, Ph.D.,
Director*



Idaho State Capitol Building



INTRODUCTION

The McClure Center Strategic Plan is created within the context and purpose of advancing the University of Idaho Strategic Plan 2016-2025. As the land-grant research university for the State of Idaho, the University of Idaho fosters excellence in teaching, research, outreach and engagement. The University of Idaho educates undergraduate, graduate and professional students to meet the needs of Idaho and the world, and the University of Idaho improves lives by creating knowledge and impact through research, scholarship and creative activity. The University of Idaho mission and vision are cornerstones for the McClure Center mission and vision. As well, the University of Idaho Strategic Plan pillars are mirrored in the McClure Center Strategic Plan.

McClure Center Mission: The McClure Center conducts nonpartisan research, informs public dialogue and policy and

engages students in learning about public policy making with a focus on critical issues facing the state, region, nation and world.

McClure Center Vision: The McClure Center will be Idaho's most trusted and preeminent public policy research center.

McClure Center Core Principles:

These principles are consistent with the University of Idaho's principles and values: excellence, respect, integrity, perseverance and sustainability.

1. **Conduct evidence-based research to inform public policy:** Decisions based on credible, accurate and relevant research have the power to improve lives and strengthen communities. To maintain Senator McClure's legacy of thoughtful pursuit of sound public policy, the McClure Center conducts nonpartisan, evidence-based research to inform policy, support decision makers and foster public dialogue.



University of Idaho Campus in Moscow, ID

2. *Communicate reliable policy findings in an accessible manner:*

The McClure Center is dedicated to inform public policy for the state, region, nation and world. The Center's reports and events not only communicate the relevance of research to public policy, but translate research findings into actionable knowledge that decision makers can utilize to enact reliable public policy.

3. *Convene and collaborate with a diverse group of stakeholders:*

The McClure Center's collaborative and interdisciplinary approach to address society's complex issues sustains Senator McClure's remarkable legacy. Through events, workshops and trainings, the Center convenes a variety of stakeholders in engaged and thoughtful exploration of critical challenges facing the state, region, nation and world. These inclusive activities foster lasting partnerships and provide a setting for ongoing public dialogue.

4. *Engage students in public policy:*

The University of Idaho prepares students to discover new knowledge, solve novel problems and lead. Expanding on this, the McClure Center values its role in educating students and connecting their scholarship to public policy in innovative ways. The McClure Center offers research opportunities in addition to student internships.

5. *Advance the University of Idaho as a leader in public policy research:*

The McClure Center is a resource for University of Idaho faculty, staff and students to translate their knowledge and expertise to inform public policy. The Center showcases their research in publications and events, and serves as a policy resource for research proposals.



PILLAR 1: INNOVATE - SCHOLARLY AND CREATIVE WORK WITH IMPACT

The McClure Center has a strong history of authoring scholarly work of the highest quality and scope. The *Idaho at a Glance* series, research reports and other pieces have significant, positive impact for the state, region, nation and world. The McClure Center will:

- **Champion** a culture of collaboration to increase creative productivity through interdisciplinary, regional, national and global partnerships. Many partnerships will be internal, with University of Idaho faculty, staff, students, regional centers, colleges, institutes and entities. Other partnerships will grow outside of the University of Idaho, including universities; colleges; local, state and federal governments; non-profit entities; national policy organizations and consortia and international groups.
- **Create, validate and apply** knowledge through the co-production of scholarly works by students, faculty, staff and diverse external partners. Scholarly works will span the McClure Center's *Idaho at a Glance* series, research reports, 'live' web reports, presentations to policy groups and academic audiences, articles in technical journals and op-ed pieces. The McClure Center will support the University of Idaho's goal to

become a Carnegie R1 (highest research activity) university through specific scholarly opportunities for graduate students, especially in the social sciences. In addition, the McClure Center will launch a faculty-in-residence program, enhancing opportunities for cross and interdisciplinary engagement.

- **Grow** the University's reputation by increasing the range, number, type and size of grants, contracts, engagement, publications, presentations and events. The McClure Center will pursue grants and contracts through several avenues, such as partnering on major University of Idaho or multi-university federal awards and contributing broader impact, policy-focused content; conducting in-house return on investment research to support state and local policy and programmatic decisions through the Impact Assessment Initiative and working directly with University faculty, staff and students to expand technical expertise on McClure Center convened policy grants and contracts. Presentations and events are essential to engaging decision makers and the public, and include the Policy Pub series, events at the State Capitol, the government-university-business policy roundtable and McClure Gallery, as well as national and international conference presentations.

METRICS TO ASSESS INNOVATION

Metric	Baseline	July 2018	July 2019	July 2020	Connection to Priority University of Idaho Metrics
<i>Research expenditures</i>	\$15,000	\$50,000	\$100,000	\$150,000	Research expenditures
<i>External clients</i>	28	+5	+11	+18	Research expenditures
<i>Event reach (attendees)</i>	100	400	1000	1500	Go-on impact, alumni participation rate
<i>Center staff</i>	3	3	5	7	Full-time staff turnover rate, economic impact
<i>Cumulative publications</i>	32	35	40	60	Research expenditures



2016 Journalism and Mass Media-McClure Center Legislative Intern Nishant Mohan

PILLAR 2: ENGAGE - OUTREACH THAT INSPIRES INNOVATION AND CULTURE

The McClure Center has addressed challenging policy issues with local, state, regional, national and global reach. These efforts will continue, but will expand in scope. In particular, the McClure Center will:

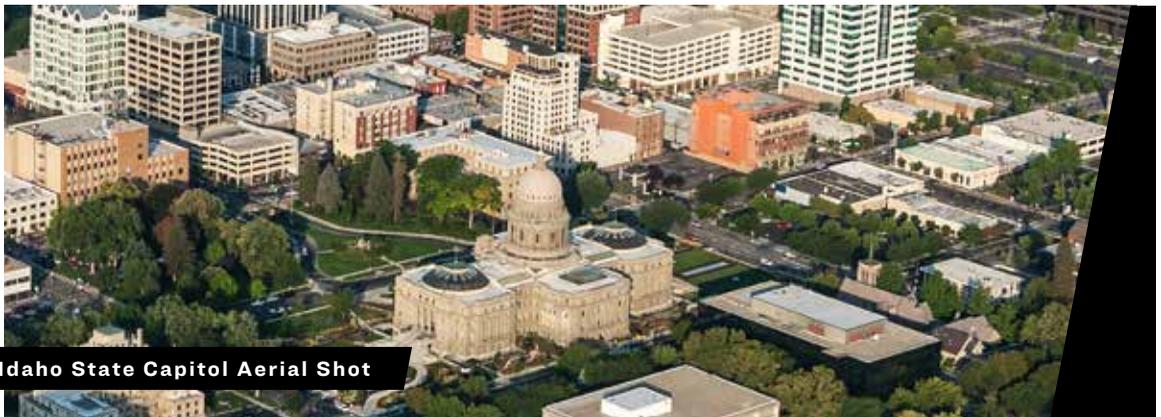
- **Inventory and assess** new opportunities and methods to support policy creation through consensus-building approaches. For example, as a neutral and nonpartisan entity, the McClure Center is well-poised to convene diverse stakeholders and facilitate forums for participants to craft policy collaboratively. In addition, the McClure Center's work across diverse public policy research topics has cultivated deep expertise in coordinating inclusive engagement.
- **Develop** community, regional, national and international collaborations to address emerging public policy challenges, championing University of Idaho research and supporting economic development. Opportunities exist to support local-level efforts, connect county-state-federal representatives and

decision makers, showcase academic research at the state level, join initiatives that build coalitions across western states and form international study programs grounded in policy approaches to support idea exchange between Idaho and other countries.

- **Engage** alumni, friends, stakeholders, collaborators, business, industry, agencies, communities and youth to support the University's land-grant research mission. Land-grant universities advance knowledge; however, it is imperative that the McClure Center shares this knowledge with the broader community through dialogue about what the University and Center do and why this matters. The McClure Center will work with youth, informing aspiring leaders about the use of evidence to inform policy. In addition, the McClure Center will co-sponsor a state-level science and technology policy fellowship that engages agencies, decision makers, business, industry and stakeholders in public policy research. These partnerships may spark innovation and new ways of decision making in Idaho, the region and beyond.

METRICS TO ASSESS ENGAGEMENT

Metric	Baseline	July 2018	July 2019	July 2020	Connection to Priority University of Idaho Metrics
<i>Youth engagement and HS partnership programs</i>	0	1	3	4	Go-on impact, enrollment
<i>Community college engagement</i>	0	1	2	4	Go-on impact, enrollment
<i>Extension educator partnerships</i>	5	7	13	20	Number of Extension contacts, direct community engagement
<i>Idaho Science & Technology Policy Fellowship</i>	None	Institutional partners confirmed	First class of fellows selected	Second class of fellows selected	Full-time staff turnover rate, economic impact
<i>Communications followers</i>	150	300	500	1000	Alumni participation rate
<i>Connections with University of Idaho boards</i>	2	4	8	11	Alumni participation rate
<i>International partnerships</i>	0	0	1	2	Enrollment, direct community engagement



Idaho State Capitol Aerial Shot

PILLAR 3: TRANSFORM - EDUCATIONAL EXPERIENCES THAT IMPROVE LIVES

The McClure Center sponsors life-changing undergraduate student internships focused on public policy journalism and international policy. Now is the time for the McClure Center to expand its engagement with students, preparing graduates to be problem solvers, through additional undergraduate offerings, graduate and professional student programs and postdoctoral fellowships. The McClure Center will:

- **Grow** undergraduate student opportunities in public policy research: In addition to the School of Journalism and Mass Media-McClure Center Legislative Internship and Martin Institute-McClure Ambassador Program, co-sponsored undergraduate internship programs will expand. The McClure Center also will develop collaborative research scholarships with other University of Idaho departments, programs, colleges and entities. Other colleges and universities have expressed strong interest in sending their students to the McClure Center for public policy research experience; partnership potential exists.
- **Launch** graduate student assistant program: The McClure Center will offer opportunities for graduate research and public policy experience, with possibilities ranging from focused to broad, interdisciplinary topics. In particular, the McClure Center is eager to support the University of Idaho's recruitment and training of social science doctoral students, and will design assistantships that support graduate studies, publications, presentations and timely degree completion.
- **Support** advanced postsecondary training: The McClure Center looks forward to welcoming professional students, and is exploring externships with the University of Idaho College of Law. Opportunities may exist for postdoctoral fellows to conduct public policy research. As part of the College of Graduate Studies professional development initiative, the McClure Center will offer trainings to graduate students and postdoctoral fellows, focused on supporting public policy through evidence. The Center also is exploring certificate offerings for graduate and professional students and postdoctoral fellows.

METRICS TO ASSESS TRANSFORMATION

Metric	Baseline	July 2018	July 2019	July 2020	Connection to Priority University of Idaho Metrics
<i>Yearly undergraduate student interns, ambassadors and research scholars</i>	3	5	7	12	Enrollment, retention, graduates
<i>Yearly graduate student assistants</i>	0	0	1	4	Terminal degrees, Carnegie R1 designation
<i>College of Law externships</i>	0	0	1	2	Terminal degrees
<i>Number of professional development trainings</i>	0	1	2	2	Terminal degrees, postdocs with doctorates
<i>Graduate/postdoctoral certificate program</i>	0	0	1	1	Terminal degrees, postdocs with doctorates
<i>Scholar in residence</i>	0	0	0	2	Postdocs with doctorates, research expenditures

PILLAR 4: CULTIVATE - A VALUED AND DIVERSE COMMUNITY

The McClure Center also will support the University of Idaho's goal to foster an inclusive, diverse community of students,

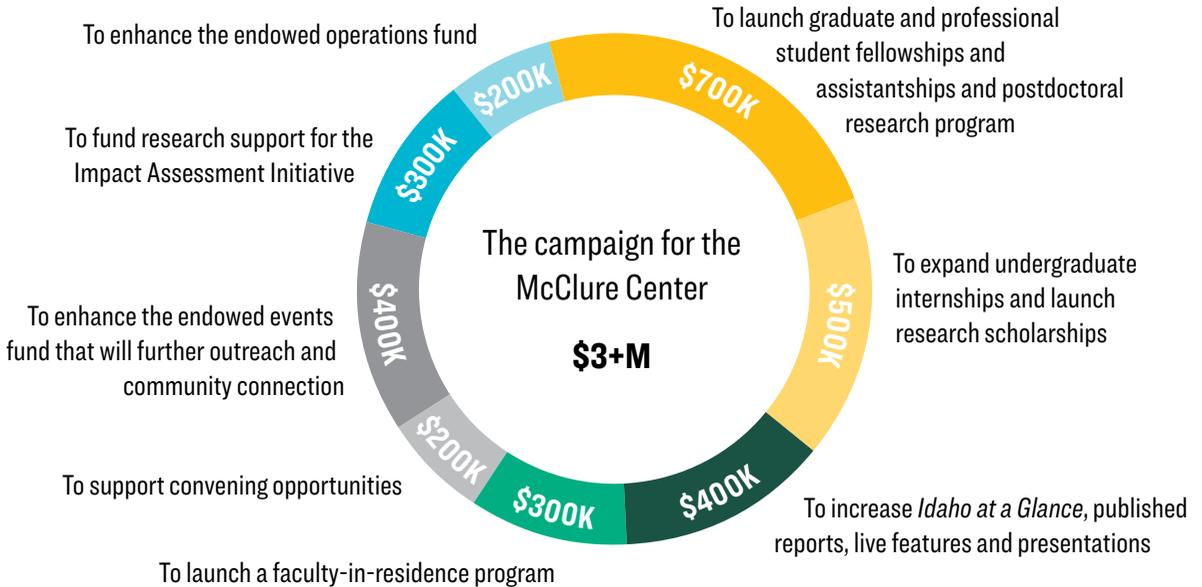
faculty and staff, and improve cohesion and morale. This will be achieved through including under-represented, multicultural and international perspectives in all McClure Center endeavors, and retaining outstanding scholars and skilled staff.

METRICS TO ASSESS CULTIVATION

Metric	Baseline	July 2018	July 2019	July 2020	Connection to Priority University of Idaho Metrics
<i>Program delivery in culturally sensitive formats</i>	N/A	1	3	7	Goal 4: Cultivate

PLAN IMPLEMENTATION

Resourcing the plan requires significant financial investment. The McClure Center will embark on an ambitious endeavor as part of the University of Idaho's capital campaign. Four major areas of focus will be supported by a combination of private donations, foundation support and capacity building grants.



- Attract** students to the Center through expanded scholarship and fellowship support
- Support** innovative research publication and presentations
- Strengthen** public policy outreach and connect with community
- Build** public policy research initiatives that have significant impact and improve lives

🏠 GAR Building
714 W. State Street
Boise, ID 83702

✉️ mcclurecenter@uidaho.edu

📱 uidaho.edu/mcclurecenter

📞 208-364-4549

🐦 @UIMcClure