

Cascaded Plan for Academic Units – Waypoint 1

July 1, 2016 – June 30, 2019

College: Letters, Arts, and Social Sciences

Long term focus which supports the University of Idaho Strategic Plan:

The College of Letters, Arts, and Social Sciences (CLASS) is the academic bedrock of the University of Idaho. It provides foundational support for all students as well as offers majors, minors, certificates, and enriching experiences aimed to produce globally-engaged, culturally competent, well-versed citizens who desire to grow the State of Idaho and reshape the world. CLASS is a research college whose faculty—frequently in collaboration with students—investigate the cutting edges of humanities, social sciences, and performing arts. Faculty, staff, and students use that same innovative spirit as they engage communities in Idaho and around the globe. There is no limit to the transformative reach of the College of Letters, Arts, and Social Sciences.

Our nine-year plan focuses on all four Strategic Planning Goals. *First and foremost*, for the first three years, we will focus mainly on Goals 3 (Transform) and 4 (Cultivate): increased student retention, increased graduation rates, enrollment growth at the undergraduate level, and improvements to the workplace environment and morale issues. At Waypoint 1, the College will have grown its undergraduate enrollment to 2574, which will be 76% of the Strategic Plan target. At Waypoint 1, we will have 18 terminal degrees granted, which will be 78% of the Strategic Plan goal. We will have increased our retention and graduation rates to higher levels. Finally, CLASS endeavors to broaden its engagement and cultivate a more robust community.

Although we will focus first and foremost on Goals 3 and 4, in anticipation of Waypoint 2 and Waypoint 3, we will begin work as we can on Goal 1 (Innovate) and 2 (Engage) during the next three years. Please see the CLASS Strategic Plan, which is attached at the end of this plan. In particular, we will grow our Equity Metric from 75% to 88% by Waypoint 1. Additionally, during these three years, we will lean into the expansion of graduate studies and research. Our College research metrics have yet to be fully devised, but we expect similar growth by Waypoint 1 such that 74% of all undergraduates in the College have an undergraduate research experience by the time of their graduation.

We will resource our plan through a combination of means: reallocation of College resources via program assessment, requests to the UBFC, and appeals to the incentive based funding system.

Long term institutional metrics (page 6 of university strategic plan):

University Performance Measure	Focus for unit? (Y or N)	University Baseline	Unit Baseline	Unit Target for 2025	Summary Tactics / Comments
Terminal Degrees	Y	275	15	23	The UI projects a 55% increase in terminal degrees. Our target reflects this percentage increase.
Societal Impact (Go On measure)	Y	TBD	TBD	TBD	CLASS has many points of contact to help foster the Go On rate. Outreach efforts include interactions with high school teachers in a variety of disciplines as well as participation in programs like music and anthropology.
Enrollment	Y	11,372	2,267	3,400	The UI projects a 50% increase in enrollment, and our target reflects this goal. Future enrollment growth hinges on the ability to deliver General Education and lower-division courses in the major in a timely manner. It should also be noted that overall student satisfaction is correlated with having a student community where diversity is a core value.
Equity Metric	Y	75%	81%	88%	CLASS has the most diverse and the largest enrollment of students at the UI. Areas will be addressed to specifically aid students who are Native American, Hispanic/Latino, and Native Hawaiian/Pacific Islander.
"Great Colleges" Survey	Y	3 rd Group	TBD	TBD	CLASS seeks a high quality of satisfaction with faculty for research and creative activities and competitive salaries, research funding, and facilities to support their research and creative endeavors. CLASS also wants to ensure that staff and faculty score satisfied on the Job Satisfaction/Support; Teaching Environment; Professional Development; and Compensation, Benefits and Work/Life Balance on this survey. Positions must be configured as secure and benefitted lines.

Waypoint 1 goal(s) and objective(s), institutional metric(s) (from page 6) and tactics (short narrative description):

For Goal 3, Transform, CLASS will:

A. Provide greater access to educational opportunities to meet the evolving needs of society.

1. Expand the transformative and life-changing foundational curricula of the humanities, social sciences, and performing arts by expanding key programs on campus, online, and situated at the UI centers around the state of Idaho and by ensuring that students and faculty have access to state of the art equipment necessary for instructional purposes (Goal 3, Objective A).
 - a. Action Item: Launch 7 new degree programs by 2019.
2. Continue to provide a significant number of the courses for the academically rigorous and integrative General Education curriculum (Goal 3, Objective A).
 - a. Action Item: Hire 2 clinical faculty members per every additional 500 students that register at the University. In time, we will convert these clinical positions to permanently budgeted, possibly tenure-track, positions.
3. Expand academic programming that supports undergraduates and graduates across the entire university system. This includes the work of the Writing Center and the General Studies program as well as new programs to support advising to increase retention and graduation rates (Goal 3, Objective A).
 - a. Action Item: Hire one student success advisor in the CLASS Student Services area for every additional 250 students.

B. Foster educational excellence via curricular innovation and evolution.

4. Provide undergraduates the opportunity to engage in meaningful interdisciplinary experiences that prepare them for the evolving needs of society. Working with the Office of Undergraduate Research, CLASS faculty will make students aware of opportunities to write, perform, investigate and collaborate with CLASS faculty as well as opportunities with faculty and students in other colleges. These include intra-college as well as inter-university opportunities (Goal 3, Objective B).
 - a. Action Item: Expand interdisciplinary grant programs in the College as well as develop six new interdisciplinary undergraduate and graduate programs.
5. Reallocate resources to support and provide incentives for faculty and staff professional development opportunities and curricular innovation through the establishment of a CLASS Center for Teaching, Learning, and Professional Enhancement which in turn will help create and promote programs to increase retention and graduation rates. (Goal 3, Objective B).
 - a. Action Item: Create CLASS Center for Teaching, Learning, and Professional Enhancement by Spring 2018. This Center will work in partnership with the UI Center for Teaching and Learning as well as the UI Vandal Student Success Center.

6. Promote the number of NSSE High Impact Practices available to students in CLASS through advising and faculty workshops, which will increase retention and graduation rates. (Goal 3, Objective B).
 - a. Action Item: Use Center for Teaching, Learning, and Professional Enhancement to establish new workshops to enhance advising and expand HIPs. This Center will work in partnership with the UI Center for Teaching and Learning as well as the UI Vandal Student Success Center.
 7. Maintain the elimination of remedial courses in CLASS. CLASS eliminated remedial course offerings in 2014. (Goal 3, Objective B).
 - a. Action Item: Use Center for Teaching, Learning, and Professional Enhancement to continue to build structures such as tutoring to help students so that they do not need remediation. This Center will work in partnership with the UI Center for Teaching and Learning as well as the UI Vandal Student Success Center.
- C. Create an inclusive learning environment that encourages students to take an active role in their student experience.
8. Conduct an inventory to refine recruiting, advising, and retention efforts in CLASS to support the needs of our diverse and large student population. (Goal 3, Objective C, Educational Parity for Hispanic/Latino, Native American, Hawaiian/Pacific Islander populations in particular; retention rates for new and transfer students).
 - a. Action Item: Conduct Inventory by Fall 2017.
 9. Exceed the retention rates of new and transfer students from other Idaho public, four-year institutions and work toward comparable retention rates of new and transfer students for our aspirational peers — Iowa State, Michigan State, and Virginia Tech — through a coordinated effort that provides targeted mentoring and advising. Also, a team of CLASS faculty and staff will systematically investigate best practices for retention from our peer and aspirational institutions (Goal 3, Objective C, retention rates for new and transfer students).
 - a. Action Item: Use Center for Teaching, Learning, and Professional Enhancement to establish new ways and enhance existing ways of improving retention rates through improved advising, through high impact practices, and through internships. This Center will work in partnership with the UI Center for Teaching and Learning as well as the UI Vandal Student Success Center.

For Goal 4, Cultivate, CLASS will:

- A. Build an inclusive, diverse community that welcomes multicultural and international perspectives.
1. Support of faculty, staff and student attendance at CLASS multicultural events (Goal 4, Objective A).
 - a. Action Item: Promote multicultural events using the CLASS Marketing and Communications Team.

2. Encourage participation in the University's diversity unit's Diversity Certificate Program for faculty and staff. (Goal 4, Objective A and Goal 2, Objective B).
 - a. Action Item: Use Center for Teaching, Learning, and Professional Enhancement to continue to incentivize participation in the Diversity Certificate Program. This Center will work in partnership with the UI Center for Teaching and Learning as well as the UI Vandal Student Success Center.
3. Support curricular and co-curricular opportunities for students that bring a multicultural and international perspective (Goal 4, Objective A and Goal 3, Objective C).
 - a. Action Item: Include multicultural and international perspectives in the 7 new CLASS majors.
4. Support and build robust relationships between our faculty, staff, and students with UI's diversity units (for example, the Women's Center, LTBTQ Office, and OMA) as well as with TRIO and other programs that support unrepresented student populations (Goal 4, Objective A and Goal 3, Objective C).
 - a. Action Item: Use Center for Teaching, Learning, and Professional Enhancement to continue to build a robust relationship between CLASS and UI's diversity units.
5. Hire and retain faculty who include issues of diversity in their teaching and research providing students many opportunities to engage with this material (Goal 4, Objective A and B and Goal 3, Objective B).
 - a. Action Item: Create CLASS Diversity Hiring and Retention plan and hire a more diverse faculty.
6. Establish a permanent fund to support student scholarships for underrepresented groups through targeted development initiatives, research grants and reallocation of resources including outreach revenues (Goal 4, Objective A, and Goal 3, Objectives A,B,C).
 - a. Action Item: Maximize and expand CLASS's scholarships for students of diverse backgrounds.
7. Establish a permanent fund to support opportunity hires or retain faculty and staff through targeted development initiatives, research grants and reallocation of resources including outreach revenues (Goal 4, Objective A and B).
 - a. Action Item: Establish CLASS Diversity Hiring and Retention Plan and create a system of incentives to support it.

B. Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff.

8. Work with the University's diversity units, Human Resources, and PDL to create a university-wide training video for all members of hiring committees that highlights the impact of unconscious bias in hiring, in order to create strong and diverse pools of applicants (Goal 4, Objective B).
 - a. Action Item: Create video training for CLASS hiring committees.
9. Support, and when necessary create, groups to support staff, faculty, and students that are committed to promoting an inclusive and equitable work climate (Goal 4, Objective B, and Goal 3, Objective C).

- a. Action Item: Establish Climate Task Force in CLASS by Fall 2017.
10. Schedule events during work hours, whenever possible, so that faculty, staff and students who are also caregivers can attend important university events (Goal 4, Objective B and C).
- a. Action Item: Create and implement guidelines about events and meetings to be more supportive of caregivers.
- C. Improve efficiency, transparency and communication.
11. Publicize and support the use of systems like the CARE report, the Bias Response Team, and Title IX rules so that faculty, staff, and students can effectively communicate when they have experiences at UI that make it difficult to participate fully in the campus community (Goal 4, Objective C).
- a. Action Item: Publicize means to make grievances and reports to university relative to bias, Title IX, and other issues.
12. Foster a shared university culture where achievements are highlighted and promoted outside of the college and university for communicating the value of our work to the state (Goal 4, Objective C).
- a. Action Item: Use CLASS Marketing and Communications Team to highlight and promote accomplishments.
13. Emphasize the university's land grant mission- providing a meaningful education for *all* of Idaho's citizens (Goal 4, Objective C).
- a. Action Item: Use CLASS Marketing and Communications Team to emphasize how CLASS contributes to the mission of providing a meaning education to Idahoans.

Waypoint 1 Metric Targets for Unit:

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	July 2016 (baseline)	July 2017	July 2018	July 2019	Totals by Waypoint One
1. Launch 7 new degree programs	Goal 3, Obj A	Number of programs launched	0	0	3	4	7
2. Hire 2 clinical faculty members per 500 new students	Goal 3, Obj A	Number of faculty hired	0	2	2	2	6
3. Hire one student success advisor per every additional 250 students	Goal 3, Obj A	Number of advisors hired	0	2	2	2	6
4. Launch 6 new interdisciplinary degree programs (relates to item 1)	Goal 3, Obj B	Number of programs launched	0	0	3	3	6
5. Create CLASS Center for Teaching, Learning, and Professional Enhancement	Goal 3, Obj B	Create Center	0	1	0	0	1
6. Workshops for Advising and HIPs	Goal 3, Obj B	Create Workshops	0	2	2	2	6
7. Workshops for Tutoring	Goal 3, Obj B	Create Workshops	0	1	1	1	3
8. Conduct Inventory	Goal 3, Obj C	Completion of Inventory	0	1	0	0	1
9. Workshops on Retention	Goal 3, Obj C	Create Workshops	0	1	1	1	3
10. Raise awareness of events	Goal 4, Obj A	Number of announcements per year	0	12	12	12	36

11. Raise awareness of Diversity Certificate Program	Goal 4, Objs A and B	Number of participants per year	0	20	20	20	60
12. Include multiculturalism and internationalism in degrees	Goal 3, Obj C Goal 4, Obj A	Number of programs launched	0	0	3	4	7
13. Coordination with UI Diversity Units	Goal 3, Obj C Goal 4, Obj A	Number of shared programs	0	2	2	2	6
14. Hire and retain new faculty who are diverse	Goal 3, Obj B Goal 4, Objs A and B	Number of diverse faculty hired	1	2	3	4	10
15. Create Diversity Scholarship Fund	Goal 3, Objs ABC Goal 4, Obj A	Fund created	0	1	0	0	1
16. Create Diversity Hiring and Retention Fund	Goal 4, Objs A, B	Fund created	0	1	0	0	1
17. Create training video	Goal 4, Obj B	Video created	0	0	1	0	1
18. Establish Climate Task Force	Goal 3, Obj C Goal 4, Obj B	Task Force Created	0	0	1	0	1
19. Create Guidelines for Meetings	Goal 4, Obj B, C	Guidelines created	0	0	0	1	1
20. Promote Accomplishments of Faculty and Staff	Goal 4, Obj C	Publicize accomplishments through web articles	12	24	50	75	161
21. Publicize means to make grievances and reports relative to bias, Title IX and other issues	Goal 4, Obj C	Create web site with information on the CARE team, Bias response team, and Title IX	0	0	1	0	1
22. Emphasize UI's educative mission through CLASS Messaging Team	Goal 4, Obj C	Publicize mission through web articles	4	6	8	8	26

Strategic Plan
July 1, 2016 – June 30, 2026

COLLEGE OF LETTERS, ARTS & SOCIAL SCIENCES

Long term focus which supports the University of Idaho Strategic Plan: (narrative including which university goal(s) will be central to the unit's activities over the next nine years and a brief description of anticipated tactics deployed to meet goal(s))

The College of Letters, Arts, and Social Sciences (CLASS) is the academic bedrock of the University of Idaho. It provides foundational support for all students as well as offers majors, minors, certificates, and enriching experiences aimed to produce globally-engaged, culturally competent, well-versed citizens who desire to grow the State of Idaho and reshape the world. CLASS is a research college whose faculty-frequently in collaboration with students--investigate the cutting edges of humanities, social sciences, and performing arts. Faculty, staff, and students use that same innovative spirit as they engage communities in Idaho and around the globe. There is no limit to the transformative reach of the College of Letters, Arts, and Social Sciences.

CLASS supports the University of Idaho strategic plan goals in the following ways:

Goal 1: Innovate (see appendix A)

The College of Letters, Arts, and Social Sciences contributes fully to the University's first strategic goal centered on "innovation." It will continue to produce scholarly and creative work of "the highest quality and scope," thereby impacting the "region and the world" in significantly positive ways. The College is committed to fostering the discovery process on all levels — both in terms of scholarship and creative activities — and it recognizes that discovery, creative work, teaching, and research are all inextricably intertwined. More so than any other college, CLASS encompasses a wide set of diverse disciplines, with specific national and international evaluative standards for each one. Within this setting, scholarly and creative activities range from research-involved field, archival and laboratory work to creative and professional writing and musical and theatrical performances of the highest order. The College's primary goal is to foster excellence in scholarly and creative innovation that intersects with the University's broader strategic goals and the land-grant mission of our public institution.

Goal 2: Engage (see appendix B)

Engagement is the vital process through which the University of Idaho touches and enriches the lives of others. The College of Letters, Arts and Social Sciences is uniquely positioned to engage students, staff, faculty, and the community in intellectual, cultural and performing arts programs that reflect the richness and diversity of the world around us. Many of these endeavors are collaborative ventures that directly engage alumni, businesses and other stakeholders in mutually-beneficial partnerships, thereby integrating the University of Idaho into the lives of future graduates and all Idahoans. Over the next nine years, CLASS will also identify and support programs and collaborations that enhance the university's regional, national and international presence.

Goal 3: Transform (see appendix C)

The College of Letters, Arts and Social Sciences offers curricula in the humanities, social sciences, and performing arts central to the University of Idaho's statewide mission. The College is committed to providing students a transformative education through exposure to a wide breadth of perspectives and experiences that encourage lifelong learning and develop a strong sense of personal and social responsibility. CLASS supports innovative teaching, open intellectual exchange, and robust collaboration across disciplines. Toward the fulfillment of its mission, the college promotes educational excellence in the arts, humanities, and social sciences while contributing to UI's General Education in these areas. In addition, CLASS demonstrates its strategic relevance through its contribution to outreach and engagement activities, both on the Moscow campus and around the state.

Goal 4: Cultivate (see appendix D)

The University of Idaho and the College of Letters, Arts and Social Sciences share a mission of preparing students in our state with the skills, experiences and knowledge to prosper in a global world. Despite that common goal, however, some communities and people still experience a hostile environment at the University and in the College. In order to succeed in a vibrant and safe community, diversity must be infused throughout. Supporting a broad understanding of diversity in thought, behavior, and practice will foster civility and inclusivity. Cultivating a welcoming and diverse faculty, staff and student body will increase our ability to recruit and retain skilled and knowledgeable colleagues and students. Cultivating diversity is a proven strategy for creating more successful institutions.

Long-term institutional metrics (page 6 of university strategic plan):

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"Great Colleges" Survey	Y	3 rd Group	TBD	TBD	CLASS seeks a high quality of satisfaction with faculty for research and creative activities and competitive salaries, research funding, and facilities to support their research and creative endeavors. CLASS also wants to ensure that staff and faculty score satisfied on the Job Satisfaction/Support; Teaching Environment; Professional Development; and Compensation, Benefits and Work/Life Balance on this survey. Positions must be configured as secure and benefitted lines.

APPENDIX A

College of Letters, Arts and Social Sciences Cascaded Plan, Waypoint 1/Goal 1: Innovate

Long-term focus which supports the University of Idaho Strategic Plan:

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Waypoint 1 goals and objectives, institutional metrics and tactics (short narrative description):

Key tactics described here in narrative, as a numbered list. Include cross-referencing to strategic plan goals and objectives where possible.

CLASS contributes to a strong tradition of research and creative activity in the arts, humanities, and social sciences. This research and creative tradition undergirds the University's commitment to the liberal arts and sciences and contributes to its unique status as a land-grant institution. As such, the faculty, through the discovery and creative process, uniquely increase the academic reputation and scholarly profile of the university on the regional, national, and global level; it transmits this knowledge and creative work through publication and public performance and enhances societal impact through outreach and the depth and educational experiences of its undergraduate and graduate students. CLASS shall support and foster scholarly and creative innovation on all levels, as the College is committed to hiring and retaining faculty of the highest scholarly or creative caliber; it will ensure that faculty and staff have the research/creative support and appropriate facilities necessary to engage in independent, collaborative, and interdisciplinary work; and it will deepen and expand degree programs in academic units offering terminal degrees, above all in terminal degree programs in the humanities and social sciences.

For Goal 1, "Innovate," CLASS will contribute to three primary objectives:

- A. Build a culture of collaboration that increases scholarly and creative productivity through interdisciplinary, regional, national, and global partnerships.
 1. Allocate greater resources to increase scholarly/creative works and research expenditures derived from collaborative partnerships by focusing resources, financial and other, to increase scholarly and creative activity in these sectors. CLASS maintains a long history of fostering interdisciplinary partnerships and will continue this tradition by strengthening existing programs — examples remain diversity/stratification studies; Native American Studies; World Music Festival; Environmental Science; Women & Gender Studies; Latin American Studies; Pacific

Northwest Studies; Historical Archaeology; Science, Health, and Technology Studies; the newly formed Center for Digital Initiatives and Learning (CDIL) — and continue to develop new programs and collaborations consistent with the research and creative capacities of present and future faculty, students, and staff. (Goal 1, Objective A)

2. Strengthen the existing institutional mechanisms—including the Humanities Fellow program, the distinguished research professorship (recently implemented), and the Human Communities Research Consortium (HCRC)—in order to promote greater interdisciplinary/collaborative work. (Goal 1, Objective A)
- B. Create, validate, and apply knowledge through the co-production of scholarly and creative works by students, staff, faculty, and diverse external partners.
3. Allocate resources to increase production of graduates with terminal degrees, above all doctoral-level degrees in the humanities and social sciences, in order to increase overall research ranking of the University. (Goal 1, Objective B)
 4. Develop and implement a College-wide strategic hiring plan to identify research strengths and capacity across disciplines in order to develop and strengthen programs offering terminal degrees (such as the PhD, MFA, and MMus), as well as prioritizing allocation of resources in degree programs across CLASS. (Goal 1, Objectives A & B)
 5. Allocate resources to enhance compensation and start-up packages to attract and retain first-rate, competitive faculty in all programs. (Goal 1, Objective B)
 6. Allocate resources to increase competitive graduate teaching and research assistantships in strategically significant graduate and professional programs offering terminal degrees, above all doctoral programs in the humanities and social sciences, in order to increase degree production and attract high-level graduate students. (Goal 1, Objective B)
 7. Increase allocation of outreach/web-free resources (including dual credit) to facilitate undergraduate and graduate research, as well as to promote faculty development across all disciplines. Create partnerships with Office of Undergraduate Research. (Goal 1, Objectives A & B)
- C. Grow reputation by increasing the range, number, type, and size of external awards, exhibitions, publications, presentations, performances, contracts, commissions, and grants.
4. Increased the submission of projects for external and internal funding; greater allocation of internal resources to fund research activity and expand grant activity. Create a greater partnership with Office of Sponsored Programs and the Research Office itself. (Goal 1, Objectives A, B, & C)
 5. Develop a college-wide system of reporting metrics to better measure external awards, exhibitions, publications, presentations, performances, contracts, commissions, and grant applications. (Goal 1, Objective C)

Waypoint 1 Metric Targets:

Initiative Number	Selected performance measure	Unit Baseline value	July 2017	July 2018	July 2019	Comments
1, 2	Research Expenditures	TBD	TBD	TBD	TBD	The College will prioritize research expenditures in order to strengthen existing interdisciplinary and collaborative programs, as well as develop and refine new cross-college and university partnerships to foster innovation in scholarly and creative works.
3-6	Terminal degrees	15	16	17	18	The College will work toward a greater number of terminal degrees awarded — above all in doctoral programs in the humanities and social sciences — shall require an immediate prioritization of College resources related to graduate education, with a concomitant emphasis upon deepening program depth and faculty research in these sectors. CLASS shall develop competitive funding packages for graduate students in terminal degree programs and emphasize greater recruitment and retention strategies.
7	Percent of students engaged in undergraduate-level research					A larger amount of outreach funds will be distributed - on both the College and department level - to fostering independent undergraduate research.

8-9	Research Expenditures	66%	68%	71%	74%	<p>CLASS will implement College-wide structural initiatives to seek for and attain sources of external funding. A greater allocation of internal College funds will be used to facilitate faculty development. An allocation of outreach funds will be used to seed external grant sources.</p>
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APPENDIX B

College of Letters, Arts and Social Sciences Cascaded Plan, Waypoint 1/Goal 2: Engage

Long term focus which supports the University of Idaho Strategic Plan:

Engagement is the vital process through which the University of Idaho touches and enriches the lives of others. The College of Letters, Arts and Social Sciences is uniquely positioned to engage students, staff, faculty, and the community in intellectual, cultural and performing arts programs that reflect the richness and diversity of the world around us. Many of these endeavors are collaborative ventures that directly engage alumni, businesses and other stakeholders in mutually-beneficial partnerships, thereby integrating the University of Idaho into the lives of future graduates and all Idahoans. Over the next nine years, CLASS will also identify and support programs and collaborations that enhance the university's regional, national and international presence.

Waypoint 1 goals and objectives, institutional metrics and tactics:

During waypoint one, CLASS will affect positive social change by engaging prospective students through camps, performances, festivals, tours, and dual enrollment programs. To retain these students, CLASS will integrate service learning projects, internships, student/faculty collaborations and other high impact practices into CLASS curricula as resources permit. The college will further support the success and retention of a diverse student population by engaging students in extracurricular educational and cultural activities that explore an important range of social and cultural issues. These activities will also serve to enrich the quality of life for all University of Idaho employees. Lastly, CLASS will increase the number of terminal degrees awarded through the engagement and recruitment of graduate students at discipline-specific events; it will also reach out to prospective students through select, distance-delivered programs.

For Goal 2, Engage, CLASS will:

Meet Goal 2, Objective A: Inventory and continually assess existing engagement programs and select new opportunities and methods that provide solutions for societal or global issues, support economic drivers and/or promote the advancement of culture:

1. Assess CLASS extension programs and invest in those that benefit Idaho's public, private, and non-profit sectors (Goal 2, Objective A).
2. Assess existing distance-delivered programs and invest in those that effectively engage distance students while strengthening the university's regional, national and international presence (Goal 2, Objective A).
3. Explore the sustainability of additional distance-delivered graduate programs and develop those that have the potential to increase the number of terminal degrees awarded by the university (Goal 2, Objective A).
4. Modify reward structures to incentivize and facilitate CLASS distance education (Goal 2, Objective A).

5. Investigate the sustainability of potential CLASS summer programs to engage students year-round (Goal 2, Objective A).
6. Enhance recruitment and increase enrollment by engaging out-of-state, transfer, and prospective graduate students in off-campus camps, festivals, performances, and other CLASS events (Goal 2, Objective A).
7. Enhance recruitment and increase undergraduate enrollment by supporting CLASS partnerships with Idaho schools' programs (Goal 2, Objective A).

Goal 2, Objective B: Develop community, regional, national and/or international collaborations which promote innovation and use University of Idaho research and creative expertise to address emerging issues by:

8. Develop CLASS-specific indicators to measure CLASS faculty and student contributions to research and creative collaboration at the University of Idaho (Goal 2, Objective B).
9. Invest in CLASS research and creative collaborations that yield clear economic benefits for the state of Idaho, demonstrate fundamental intrinsic merit, and/or increase the university's national and international presence (Goal 2, Objective B).
10. Sponsor study abroad programs and other international, collaborative efforts that promote cultural engagement, diversity and inclusion (Goal 2, Objectives B).
11. Assess CLASS high impact practices that promote student collaboration with university faculty and outside partners through field placement, service learning and internships and the like; invest in those activities that increase retention and graduation rates (Goal 2, Objective B).
12. Tie CLASS collaborative activities to curricula where practicable in order to engage student partners directly (Goal 2, Objective B).
13. Review and update transfer pathways for CLASS departments (Goal 2, Objective B).
14. Inventory articulation agreements and develop new agreements as warranted (Goal 2, Objective B).
15. Inventory and develop CLASS courses offered through the University of Idaho's Dual Credit Program (Goal 2, Objective B).
16. Modify CLASS faculty appointments, position descriptions, and reward structures to encourage and facilitate dual enrollment efforts (Goal 2, Objective B).

Goal 2, Objective C: Engage individuals (alumni, friends, stakeholders and collaborators), businesses, industry, agencies and communities in meaningful and beneficial ways that support the University of Idaho's mission by:

17. Engage university donors in special CLASS events to demonstrate gratitude for their generosity (Goal 2, Objective C).
18. Request central funding to renovate public engagement venues including theatres and concert halls (Goal 2, Objective C).

19. Request central funding for a position in the CLASS Advancement Office to accommodate an increase in development events (Goal 2, Objective C).
20. Incentivize faculty and student involvement in CLASS advancement events (Goal 2, Objective C).
21. Focus advancement initiatives on alumni after their “decade mark” (Goal 2, Objective C).
22. Maintain contact with alumni and other stakeholders via lectures, readings, workshops, performances and other social events (Goal 2, Objective C).
23. Solicit CLASS alumni help to identify, recruit, and provide scholarships for new students (Goal 2, Objective C).
24. Program cultural and arts events that will help build and retain a diverse university community (Goal 2, Objective C).

Waypoint 1 Metric Targets:

Initiative Number	Selected performance measure	Unit Baseline value	July 2017	July 2018	July 2019	Comments
3, 4, 6	Terminal Degrees	15	16	17	18	Greater number of terminal degrees awarded — above all in doctoral programs in the humanities and social sciences — shall require an immediate prioritization of College resources related to graduate education, with a concomitant emphasis upon deepening program depth and faculty research in these sectors. College shall develop competitive funding packages for graduates in terminal degree programs and emphasize greater recruitment and retention strategies.
12, 15	Societal Impact (Go On)	In Process				
1-6, 10, 22	Enrollment	2,267	2,380	2,475	2,574	Given the dual mission of CLASS to provide General

						Education courses as well as courses for our own majors, additional faculty must be hired in secure, benefitted positions (instructor, clinical and tenure-line faculty). The institution's enrollment projections will directly affect the increase in course enrollments in CLASS. These secure positions are essential to provide continuity and allow units to balance administrative work, teaching, and scholarship.
23	Equity Metric	75%	81%	81%	88%	Efforts needs to be refined to focus on targeted student populations. The college's central advising and recruiting staff should collaborate with faculty members from under-represented groups.
23	"Great Colleges to Work For" Survey	In Process				
7-11, 16-22	Waypoint 2					

APPENDIX C

College of Letters, Arts and Social Sciences Cascaded Plan, Waypoint 1/Goal 3: Transform

Long-term focus which supports the University of Idaho Strategic Plan:

The College of Letters, Arts and Social Sciences offers curricula in the humanities, social sciences, and performing arts central to the University of Idaho's statewide mission. The College is committed to providing students a transformative education through exposure to a wide breadth of perspectives and experiences that encourage lifelong learning and develop a strong sense of personal and social responsibility. CLASS supports innovative teaching, open intellectual exchange, and robust collaboration across disciplines. Toward the fulfillment of its mission, the college promotes educational excellence in the arts, humanities, and social sciences while contributing to UI's General Education in these areas. In addition, CLASS demonstrates its strategic relevance through its contribution to outreach and engagement activities, both on the Moscow campus and around the state.

Waypoint 1 goals and objectives, institutional metrics and tactics (short narrative description):

CLASS builds upon a strong foundation of courses offered in the social sciences and humanities which enhance each student's understanding of the world as well as help cultivate social and personal responsibility, ethical and moral decision making, and a sense of global citizenship. CLASS plans to expand existing degree programs through online programs and programs offered in partnership with two-year schools and the UI Centers. Additionally, new signature undergraduate and graduate programs offered on the Moscow campus will attract an increased amount of students. The College is committed to provide high quality instructional experiences for students by ensuring that the faculty and staff lines are secure and benefitted to attract and retain the best and brightest personnel. This is especially important since CLASS has a dual mission to provide the majority of General Education courses as well as to attract, retain, and graduate its own majors. Additionally, CLASS is committed to supporting students from a variety of backgrounds. The College will use evidence-based approaches to inform our advising, retention, and graduation efforts.

For Goal 3, Transform, CLASS will:

Meet Objective A, to provide greater access to educational opportunities to meet the evolving needs of society, by:

10. Expanding the transformative and life-changing foundational curricula of the humanities, social sciences, and performing arts through the expansion of key programs on campus, online, and programs situated at the UI centers around the state of Idaho and ensuring that students and faculty have access to state of the art equipment necessary for instructional purposes (Goal 3, Objective A, Enrollment; Undergraduate and graduate conferred degrees).
11. Continue to provide a significant number of the courses for the academically rigorous and integrative General Education curriculum (Goal 3, Objective A, Enrollment).

12. Expanding academic programming that support undergraduates and graduates across the entire university system. This includes the work of the Writing Center and the General Studies program (Goal 3, Objective A, Undergraduate and graduate conferred degrees).

Meet Objective B, to foster educational excellence via curricular innovation and evolution, by:

13. Provide undergraduates the opportunity to engage in meaningful interdisciplinary experiences that prepare them for the evolving needs of society. Working with the Office of Undergraduate Research, CLASS faculty will make students aware of opportunities to write, perform, investigate and collaborate with faculty as well as opportunities with faculty and students in other colleges. These include intra-college as well as inter-university opportunities (Goal 3, Objective B, Increased retention; Enrollment).
14. Reallocate resources to support and provide incentives for faculty and staff professional development opportunities and curricular innovation through the establishment of a CLASS Center for Teaching, Learning, and Professional Enhancement (Goal 3, Objective B, Increased retention and graduates, NSSE High Impact Practices; Categories on the Great Colleges to Work For Survey (professional development, teaching environment, work-life balance, and job satisfaction).
15. Through advising and faculty workshops, promote the number of NSSE High Impact Practices available to students in CLASS. (Goal 3, Objective B, NSSE High Impact Practices).
16. Maintain the elimination of remedial courses in CLASS. CLASS eliminated remedial course offerings in 2014. (Goal 3, Objective B, Reduction in remediation).

Meet Objective C, to create an inclusive learning environment that encourages students to take an active role in their student experience, by:

17. Conduct an inventory to refine recruiting, advising, and retention efforts in CLASS to support the needs of our diverse and large student population. (Goal 3, Objective C, Educational Parity for Hispanic/Latino, Native American, Hawaiian/Pacific Islander populations in particular; retention rates for new and transfer students).
18. Exceed the retention rates of new and transfer students from other Idaho public, four-year institutions, and work toward comparable retention rates of new and transfer students for our aspirational peers--Iowa State, Michigan State, and Virginia Tech-- through a coordinated effort that provides targeted mentoring and advising. Also, a team of CLASS faculty and staff will systematically investigate best practices for retention from our peer and aspirational institutions (Goal 3, Objective C, retention rates for new and transfer students).

Waypoint 1 Metric Targets:

Initiative Number	Selected performance measure	Unit Baseline value	July 2017	July 2018	July 2019	Comments
1-3	Enrollment	2,267	2,380	2,475	2,574	Given the dual mission of CLASS to provide General Education courses as well as courses for our own majors, additional faculty must be hired in secure, benefitted positions (instructor, clinical and tenure-line faculty). The institution's enrollment projections will directly affect the increase in course enrollments in CLASS. These secure positions are essential to provide continuity and allow units to balance administrative work, teaching, and scholarship.
4-6	Great Colleges to Work For Survey					Educational quality is tied to the support and training of faculty and staff. Additionally, infrastructural modifications need to be made to ensure that faculty and staff are supported in their work.
7-9	Equity Metric	75%	81%	81%	88%	Efforts need to be refined to focus on targeted student populations. The college's central advising and recruiting staff should collaborate with faculty members from under-represented groups.

APPENDIX D

College of Letters, Arts and Social Sciences Cascaded Plan, Waypoint 1/Goal 4: Cultivate

Long-term focus which supports the University of Idaho Strategic Plan:

The University of Idaho and the College of Letters, Arts and Social Sciences share a mission of preparing students in our state with the skills, experiences and knowledge to prosper in a global world. Despite that common goal, however, some communities and people still experience a hostile environment at the University and in the College. In order to succeed in a vibrant and safe community, diversity must be infused throughout. Supporting a broad understanding of diversity in thought, behavior, and practice will foster civility and inclusivity. Cultivating a welcoming and diverse faculty, staff and student body will increase our ability to recruit and retain skilled and knowledgeable colleagues and students. Cultivating diversity is a proven strategy for creating more successful institutions.

Waypoint 1 goals and objectives, institutional metrics and tactics (short narrative description):

Key tactics described here in narrative, as a numbered list. Include cross referencing to strategic plan goals and objectives where possible.

For Goal 4, Cultivate, CLASS will:

Meet Objective A: Build an inclusive, diverse community that welcomes multicultural and international perspectives through:

14. Support of faculty, staff and student attendance at CLASS multicultural events (Goal 4, Objective A).
15. Encourage participation in the Diversity Office's Diversity Certificate Program for faculty and staff. Incentivize participation through the CLASS Center for Teaching, Learning, and Professional Enhancement (Goal 4, Objective A and Goal 2, Objective B).
16. Support curricular and co-curricular opportunities for students that bring a multicultural and international perspective (Goal 4, Objective A and Goal 3, Objective C)
17. Support and build robust relationships between our faculty, staff, and students with UI's Diversity Units (for example, the Women's Center, LTBTQ Office, and OMA) as well as with TRiO and other programs that support unrepresented student populations (Goal 4, Objective A and Goal 3, Objective C).
18. Hire and retain faculty who include issues of diversity in their teaching and research providing students many opportunities to engage with this material (Goal 4, Objective A and B and Goal 3, Objective B).
19. Establish a permanent fund to support student scholarships for underrepresented groups through targeted development initiatives, research grants and reallocation of resources including outreach revenues (Goal 4, Objective A, and Goal 3, Objectives A,B,C).
20. Establish a permanent fund to support opportunity hires or retain faculty and staff through targeted development initiatives, research grants and reallocation of resources including outreach revenues (Goal 4, Objective A and B).

Meet Objective B: Enhance the University of Idaho’s ability to compete for and retain outstanding scholars and skilled staff by:

21. Work with the Diversity office to create a university-wide training video for all members of hiring committees that highlights the impact of unconscious bias in hiring, in order to create strong and diverse pools of applicants (Goal 4, Objective B).
22. Support and when necessary, create associations to support staff, faculty, and students that are committed to promoting an inclusive and equitable work climate (Goal 4, Objective B, and Goal 3, Objective C).
23. Schedule events during work hours, whenever possible, so that faculty, staff and students who are also caregivers can attend important university events (Goal 4, Objective B and C).

Meet Objective C: Improve efficiency, transparency and communication by:

24. Publicize and support the use of systems like the CARE report, the Bias Response Team, and Title IX rules so that faculty, staff, and students can effectively communicate when they have experiences at UI that make it difficult to participate fully in the campus community (Goal 4, Objective C).
25. Foster a shared university culture where achievements are highlighted and promoted outside of the college and university for communicating the value of our work to the state (Goal 4, Objective C)
26. Emphasize the university’s land grant mission- providing a meaningful education for *all* of Idaho’s citizens (Goal 4, Objective C).

Waypoint 1 Metric Targets:

Initiative Number	Selected performance measure	Unit Baseline value	July 2017	July 2018	July 2019	Tactics
All	Chronicle Survey Score: Job Satisfaction	Survey avg in 3 rd group (of 5)	Survey avg in 3 rd group (of 5)	Survey avg in 3 rd group (of 5)	Survey avg in 4 th group (of 5)	Job satisfaction is correlated with being in a safe and welcoming environment.
1-8	Multicultural Student enrollment	570	604	640	678	The projected totals are based on an approximate 6% annual growth (parallel to university goals).

1-8	International Student Enrollment	51	54	57	60	These projected totals are based on an approximate 6% growth (parallel to university to goals). A possible growth strategy would be in developing 3+1 or 2+2 programs with select foreign universities.
4,	Full-time staff turnover rate	24.2%	21%	18%	15%	CLASS will reduce the full-time staff turnover rate to a level that parallels university goals.
1,2,4,8-12	% multicultural Faculty and Staff	17% & 16%	18% & 18%	20% & 20%	22% & 21%	This rate exceeds projected university growth by the first waypoint.
	Cost Per credit hour (system wide metric)	\$335				
	Efficiency (graduates per 100k) (system wide metric)	1.20				