

Cascaded Plan – Waypoint 1

July 1, 2016 – June 30, 2019

College of Natural Resources

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

The College of Natural Resources is committed to disciplinary and interdisciplinary programs that integrate social – ecological science and management. Our research, education and outreach efforts sustain people and the land through innovative science, technology and leadership. As Idaho’s only comprehensive natural resource, conservation and environmental science college, we are uniquely placed to serve the university’s land grant mission and provide national and international leadership through innovative research, outreach and education.

Through our continuous pursuit of national and international excellence, we will be a university hub for collaboration and interdisciplinary research and scholarship. Our goal is to leverage this excellence to become one of the top five natural resource and environmental science colleges in the country.

Our aim is to increase our educational impact. To accomplish this goal, by 2019 we will grow enrollment by 19% and improve retention and persistence to increase the number of graduates, while improving our hallmark engaged outdoor learning experiences and providing excellent research opportunities for our students. Focus on this goal will ensure we become one of the top five natural resource and environmental science colleges in the country.

CNR is ideally situated to support the university’s priorities in the areas of terminal degrees and enrollment. The college has strong terminal degree master’s programs, and will be implementing strategies listed below to recruit additional students, along with converting more of our current master’s students, to Ph.D. students. These actions will help us increase the number of terminal degrees conferred by 33% by 2019. To accomplish these goals, we will be dedicating additional financial and staffing resources to support our graduate students.

CNR has an ongoing focus on growing undergraduate enrollment across the college and we have been successful in this area. We will continue to focus on this goal by adding an additional undergraduate recruiter. The college will allocate additional funding for undergraduate research experiences. Nationwide there is an increase in interest in environmental science degrees and the college will focus resources to capture our market share of students seeking B.S. Environmental Science degrees.

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

Metric(s) that will be addressed and unit contribution towards those institutional metrics (indicate those utilized, leave others blank – do NOT add unique unit specific metrics)

University Performance Measure	Focus for unit? (Y or N)	University Baseline	Unit Baseline	Unit Target for 2025	Summary Tactics / Comments
Terminal Degrees	Y	275	39	85	CNR is well-situated to increase terminal degrees with our robust graduate programs and diverse degree offerings. A central college focus will be increasing Ph.D. production by providing financial support through finishing fellowships, and bridge funding for conversion of MS students to Ph.D. candidates.
Societal Impact (Go On measure)	N	TBD			
Enrollment	Y	11,372	839	1258	CNR will add resources for student recruiting and support services. There is a strategic opportunity to increase focus and recruiting in the area of Environmental Science. We have a strong commitment to hands-on and experiential learning which we will leverage to attract and retain students.
Equity Metric	N	75%			
“Great Colleges” Survey	N	3 rd Group			

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

Terminal Degrees

1. Provide enhanced training opportunities for graduate students and post-doctoral scholars.
 - Develop a one credit graduate seminar that focuses on a series of graduate student career development topics.
 - Create web resources available for students who are seeking funding that identifies funding opportunities and outlines process information.
 - Create a consolidation of resources online for postdoctoral fellows and help establish a new university-wide postdoc association.
2. Provide a pool of funds to convert M.S. students to Ph.D. students.
 - Create and award finishing fellowships and bridge funding that will incentivize students to pursue or finish their doctoral degrees.
3. Provide dedicated staff resources and tools to improve pre- & post-award service to faculty members.
 - Ensure that there are sufficient adequately trained staff members to address both fiscal and contractual requirements on grants. This will ensure that faculty members spend the minimum amount of time on non-research related administrative functions.
4. Provide dedicated staff resources for graduate student support.
 - Ensure that graduate students have ready access to administrative resources to address their questions and provide timely support for issues/challenges that they encounter.
5. Leverage CNR's strength in interdisciplinary research by building additional relationships across campus to grow research expenditures and increase Ph.D. production.
 - Continue to support/encourage faculty to work across campus; interdisciplinary relationships and research is key to continuing to grow UI's research portfolio.
 - It is very attractive to Ph.D. students to have the opportunity to work across several colleges/departments.
6. Increase the number of Ph.D. degrees awarded university-wide by encouraging faculty from other colleges to affiliate with us while they develop their own Ph.D. programs, and by actively promoting affiliation with the Environmental Science program.
7. Provide financial support for MNR students to present their findings at conferences.
 - Provide travel funding for MNR students to attend profession events, and create the expectation that MNR students should be presenting externally.
8. Consolidate the MNR and PSM degrees and improve marketing, delivery, quality, and enrollment.
9. Admit qualified graduate student applicants regardless of funding, which should lead to more self-supporting graduate students.
10. Apply for competitive funding (e.g. NSF) to support underrepresented populations

11. Identify other countries that have good funding programs to send their students here for graduate training.
12. Consider allowing conditional admission to international graduate students.
13. Raise our college profile at professional meetings by supporting booths and socials (e.g. American Fisheries Society, Wildlife Society, Society of American Foresters, etc.).
14. Increase support for competitive graduate fellowship applications (NSF, DOE, etc.).
15. Work with VPR to determine how best to account for interdisciplinary research expenditures and indirect costs so that competitive interdisciplinary awards increase and are properly credited to all principal investigators.
16. Increase research expenditures by diversification of our research portfolio by applying for additional funding from Department of Energy and Department of Defense.
17. Expand leadership training for graduate-level ambassadors.
 - Ensure that our graduate students are comfortable in engaging externally to market CNR, and that they have the information that they need to talk knowledgeably about opportunities for graduate study within the college.
18. Increase outreach and recruitment to tribes and Hispanic communities.
 - Continue to build on our current MOUs with several tribes and ensure that we communicate the opportunities for graduate education effectively to this population.
 - Actively pursue grant funding that focuses on the inclusion of diverse and indigenous peoples in the research process. Examples are NASA Earth-To-Sky and NSF grant-funded collaboration with the Nez Perce Tribe on STEM education.
19. Increase endowment funds for international graduate student training.
20. Market our national ranking and award-winning faculty.

Enrollment

21. Add an additional recruiter to the Student Services Center.
 - Ensure that we have sufficient staff to attend all top tier recruiting events and begin to focus on strategic initiatives in under-served areas.
22. Provide additional funding for undergraduate research experiences to increase the number of experiences available.
 - Utilize the Dean's Excellence Fund to help faculty identify research opportunities for undergraduate students.
 - Ensure that faculty consider using undergraduate students and include them in grant proposals.
23. Target recruitment into the Environmental Science undergraduate program.
 - We are currently searching for a new program Director, and in the last year have added finance and administrative support, as well as a dedicated advisor. We are well-situated at this time to market the B.S. program aggressively and

support the students who are currently in the program. There is a nationwide interest in Environmental Science that we can capitalize on, and our online offering that is in development will be very attractive.

24. Complete and market online Environmental Science undergraduate program.
25. Increase focus on junior college recruiting.
 - Improve articulation agreements with current junior colleges to allow students to transition more appropriately and smoothly into CNR programs.
 - Increase the number of articulation agreements with junior colleges both regionally and nationally targeting those with programs pre-disposed for CNR programs.
26. Increase Student Services Center Ambassador visits to high schools from 20 to at least 30 per year.
27. Market our national ranking and award-winning faculty.
 - We are currently ranked #6 in the national for natural resource schools, our FWS faculty is ranked #4 in the nation, and our environmental science program is ranked #23 by EnvironmentalScience.org.
28. Develop an enhanced student tracking system that allows us to see where students are matriculating from (which high schools, inter-collegiate transfers, inter-institutional transfers, etc), and then use these as ways to compare populations of students by retention, GPA, etc.
29. Link MOSS alumni to recruiting efforts to increase undergraduate enrollment.
 - Determine a better way to track MOSS attendees and remain engaged with them as they advance through their education and choose a college through email and direct mail communications and follow up visits in the classroom.
 - Ensure that we continue to make the connection between MOSS and CNR clear to MOSS alumni and their parents.
30. Increase outreach and recruitment to tribes and Hispanic communities.
 - We have a current NSF project that involves engaging with the Nez Perce tribe to create interest in STEM education, as well as compile a STEM jobs survey. This model can be recreated for other diverse groups.
 - The NASA Earth to Sky Partnership project involves creating and delivering workshops on climate change for local communities with a focus on including indigenous peoples. This is an ongoing effort and the inclusive model used in this research project can be duplicated.
31. Expand our bridge programming. The Doris Duke Conservation Scholars is one of the bridge programs that provide mentoring activities and programs for undergraduate students from underrepresented groups in CNR. We will use a similar model to build additional bridge programs that focus on bringing additional diversity into CNR.
 - Continue partnership with 4-H leadership conference to improve and promote experiential learning opportunities.
 - Develop bridge coursework in conjunction with MOSS, 4-H, and other experiential learning programs within the State and surrounding states.

32. Engage in signature outreach projects, i.e. Big Wood River Valley and Valley County (McCall). This will serve to raise our profile in areas where we traditionally have not been strongly recognized.
33. Continue and increase outreach to MOU tribes, with the goal of bringing more undergraduate students in from these tribes.
34. Identify and fund retention activities, making retention of undergraduates a much higher priority in the college.
 - Continue to encourage the faculty to focus on undergraduate retention, and provide resources for faculty to connect and mentor undergraduates in meaningful ways.
35. Send first-year and second-year students to McCall for experiential learning.
 - Give students the opportunity to interact in smaller groups at the McCall Field Campus, strengthening their identity with CNR and with their cohort.
 - Develop bridge programming that would be available at MOSS for science and English coursework.
36. Increase opportunities and funding for students to travel to professional meetings.
37. Work with Governor's Office on Hispanic Affairs.
 - Create focused outreach to Hispanic populations and ensure that our Hispanic students have the support that they need within the college and with other programs across campus.

Waypoint 1 Metric Targets for Unit:

Initiative Number	Selected Performance Measure (from Page 6 of university strategic plan)	Unit Baseline Value	July 2017	July 2018	July 2019	Comments
1-20	Terminal Degrees	39	40	44	52	
21-37	Enrollment	839	880	930	1000	