

Cascaded Plan for Academic Units – Waypoint 1 (Example 1 – Academic Unit)
July 1, 2016 – June 30, 2019

College: College of Education

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 new College of Education building has created a great deal of opportunity to renew practices with outstanding innovative technology. While this document represents a way to pull our future actions into alignment, it is a living document that may need to change based on opportunities and events beyond our control. However, to the extent possible, these cornerstones can create the basis for the next incarnation of the University of Idaho's College of Education. The focus in this plan will be primarily on growing enrollments with new and renewed curriculum (Waypoint 1). It is clear that with increased enrollments come additional opportunities to hire post-doctoral fellows (Metric 2) and research associates to increase research productivity (Metric 3; Waypoint 2). The College also recognizes that with growth comes increased needs for resources such as faculty and graduate student personnel. Step one in this plan is enrollment increases (1-4 years) and step two is research growth (2-6 years). The College has also identified a number of infrastructure issues that will lead the College to successful implementation of these two primary foci. The infrastructure issues are already being addressed and will be ongoing concerns throughout the planning cycle.

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	19	25	Doctoral level enrollment growth listed below, may be part of waypoint 2/3
Societal Impact (Go On measure)	N	TBD	N/A		
Enrollment	Y	11,372	1122	1510 *2550	*With significant faculty incentives
Equity Metric	N	75%	75% GPA 50% Credits	75% GPA 50% Credits	
“Great Colleges” Survey	Y	3 rd Group	Results of climate survey 2016 (Available for review)	Eliminate any red cells	COE has completed internal survey based on “Great Colleges” survey and have strong numbers which we plan to improve

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

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

Focus on Enrollment

Assumptions: These projections assume a steady state in terms of teacher occupational variables (salaries, working conditions) and sufficient support for new programs in terms of approvals at University and state levels.

- 1. Ph. D. in Movement Sciences** There is already high demand for the Doctorate of Athletic Training, which has led this program to consider possible articulations for a hybrid Ph.D. in a closely related area. We believe this will increase enrollments and bring new enrollments to UI. Maps to Goal 3, Objective A
 - 2. MVSC Undergraduate Leadership Certificate**—This program is proceeding through the curricular process and will be approved, hopefully, for fall 2017 delivery. This certificate is of particular interest to athletics as it utilizes credits earned for engaging in sports teams. Maps to Goal 3, Objective A
 - 3. Masters in the Wild**—This new program will focus on an online delivery/hybrid approach to growing additional enrollments at the masters level in science education among practicing science teachers. A uniquely Idaho opportunity, this Masters degree will enroll a relatively small number of learners (approximately 20) who will take online courses during the fall and spring semesters, and will come to Idaho to do science in nature through summertime programming in conjunction with MOSS. Maps to Goal 3, Objective A
 - 4. Undergraduate in Athletic Studies**—Athletic studies is a new program that we anticipate will grow enrollments appreciably as well as encourage more connections between our athletics program and our Movement Sciences department, in an effort to prepare students for new positions through professional, semi-professional, and club sporting careers. Some of these will represent new enrollments, some will be enrollments from among existing student populations. Maps to Goal 3, Objective A
 - 5. Attraction of candidates into teacher education programs** — Current tactics include significant recruitment increases, use of ambassadors, video and photography for marketing and communications. This is connected to the need to increase the Marketing and Communications position to full time in the College (current request with UBFC). The teacher pipeline problem in the state of Idaho as well as nationally is an ongoing issue that all land grant institutions are concerned with. Our focus is on helping to publicize opportunities such as loan forgiveness, teacher salary increases via the Idaho career ladder, significant outreach, changing public perceptions of teaching as a profession via inspirational videos, marketing pieces and social media presence. Maps to Goal 3, Objectives A and B
 - 6. Recruitment & Retention** A working group will look at the variety of suggestions from faculty for increased recruitment and retention to determine the best pathway forward to increase recruitment and retention efforts across the College. 15 point plan available in expanded
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Cascading Plan. Recruitment and retention is an issue that goes beyond the more targeted, focused recruitment into teacher preparation to span increases in enrollment College-wide. Maps to Goal 3, Objective B

Focus on Research

7. **Seed grants**—A number of targeted seed grants will be made available for faculty as a competitive application process with a strong emphasis on grants which show promise for larger grant opportunities, foundation funding, and development opportunities. Content areas will span the College. Maps to Goal 1, Objective C
8. **Grants**—There are several specific extramural grants that our faculty plan to pursue in the near term including:
 - US Department of Agriculture for athletic training lab to serve farmers
 - NIH for athletic training lab work
 - Under Armor for Dance and Sport Science
 - William T. Grant Foundation for use of TRIO data
 - SSS K-12 grant proposal Trio Inspire
 - National Science Foundation and Department of Education for CTE programs, K-12-STEM preparation and integrated STEM PD for K-12 educatorsMaps to Goal 1, Objective C
9. **Research indicators**— We feel the need to work through better tracking procedures for our research indicators, particularly those that are more difficult to track and capture, such as unfunded research projects. Having a better sense of a baseline will assist in longer term projections and planning.
Maps to Goal 1 Objective A

Infrastructure

10. **Marketing & Communication**—The College of Education currently has strong marketing and communication materials, but there is much that can be improved in this area. Timely reporting of scholarly publications and grants can be circulated effectively throughout and beyond the University of Idaho for stronger presence. The marketing materials will need to be routinely updated and will need some special attention as new programming comes online. Internal communications are vitally important in terms of the status of the College across the University thus awards and internal communication channels need to feature the College of Education whenever appropriate and possible. Likewise, opportunities to market beyond the University are limited, and resources make it difficult to put the College's name in front of potential decision makers (alumni, students, recruits, legislators, foundations, faculty and staff). It will be a priority to highlight marketable programs,
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particularly new programs that may be developed as a part of this plan, to University level marketing and communications. Goal 2 Objective C and 3 Objective A

11. **Development**—The College has had excellent development efforts to this point, and the current goals are significantly aspirational in terms of amounts we hope to steward in the next year. The College will support the ongoing Development goals through time and efforts devoted to development activities spread across leadership, faculty and staff. Can have impact on all Goals, but perhaps most focused on Goal 2 Objective C
 12. **Tracking**— Information on our students and alumni is something that needs to be tracked more completely including placements for College alumni. We also need to ensure that any early indicators of interest in terms of retention are tracked and followed up by student services. Follow up with current students and alumni with various initiatives to meet their needs. Maps to Goal 3 Objective A
 13. **Branding and Identity**— The identity of the College of Education at the University of Idaho may call for a deeper examination of components and potentials for branding. The College is considering a name change to more explicitly include and recognize the breadth of components in the College including Movement Sciences, Adult Learning, Rehab and their overall contributions to the College. Maps to Goal 3 Objective A
 14. **Website/promotional materials**— Along with branding and a potential name change, there is a need for significant updating in the website and promotional materials. Changes need to be made to the website for ease of use, clarity, and universal design. As well, processes for website development need to be updated. Maps to Goal 3 Objective C and Goal 4 Objective B
 15. **Advising materials updates**—Clarify all program requirements to simple sheets available online as well as face-to face advising meetings. Clarify when courses are offered on a schedule printed out for students' planning purposes. High priority and low cost solution to an ongoing issue. This work is already underway and Student Services is currently working to achieve this goal. Maps to Goal 3 Objective C
 16. **Job Satisfaction**— A culture survey was sent out to faculty in September 2016, and responses were collected throughout the month. Based on those responses, a small task force will look at possible interventions for staff and faculty that will increase overall job satisfaction. Two areas that should have attention are 1) Pay for Faculty and 2) Staff ability to have impact on decision making. Maps to Goal 4 Objective B
 17. **Online Development Infrastructure**—The College sees an opportunity to significantly contribute to the overall mission of enrollment increases in the online space, but of course there is a significant need to build a strong infrastructure to encourage ongoing curricular innovations. The College stands ready to assist by training instructional designers, preparing online courses, and housing an Online Campus-wide function should the University wish the College to do so. Ultimately, there is significant need in this area. Maps to Goal 1 Objective B
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18. **Dedicated support for Grant Writing**—The College is in clear need to have a dedicated grant writer. As one of the Colleges with a significant presence in extramural funding, we need to build on these successes and help colleagues with good ideas and insufficient time or knowledge to make additional proposals for grants and other forms of extramural funding. Maps to Goal 1 Objective B

19. **Full time Marketing/Communications position** –The College has an incredible team of faculty experts that contribute to knowledge generation both domestically and internationally. We need to facilitate the promotion and dissemination of the scholarship developed through research and outreach by our faculty. To do this we seek to enhance the communications coordinator position to a full-time position and bring the position structure into alignment with the rest of the University. In addition to the current responsibilities related to this role, this person would work with individual faculty members to identify non-peer-reviewed outlets to disseminate and share their expertise to the public. Maps to Goal 4 Objective B

Initiative Number	Selected Performance Measure (from Page 6 of university strategic plan)	Unit Baseline Value	July 2017	July 2018	July 2019	Comments
1 Ph.D. MVSC	Terminal Degrees	5 (in DAT)	7	10	10	Small increases, selective Ph.D. program
2 MVSC Certificate	Enrollment	0	0	10	15	
3 Masters in the Wild	Enrollment	0	0	10	20	
4 UG Athletic Studies	Enrollment	0	0	20	30	Athletic performance based innovation
5 Teacher Education	Enrollment	268	280	300	335	

Enrollment increases						
6 Working group on recruitment/retention	Enrollments/ Equity Metrics	UG = 78% Masters = 78% Doc = 88%	UG =80% Masters =80% Doc = 90%	UG 82% Masters 82% Doc 92	UG 82% Masters 82% Doc 92%	
7 Seed Grants		0	\$4K	\$8K	\$10K	
8 Grants		\$11,258,741	\$12M	\$12M	\$12M	Increases are more likely during Waypoint 2
9 Research indicators		SBOE 2014 data Pubs = 176 Rsch Expend = \$11.26 Million, Proposals	Pubs = 180 Rsch Exp. =\$12M Proposals 40	Pubs 180 Rsch Exp. \$12M Proposals 42	Pubs 190 Rsch Exp \$12M Proposals 44	Modest increases
10-15 & 17-19 Infrastructure						
16 Job satisfaction	Great Colleges	Climate Report	68%	70%	75%	Already underway

