

Cascaded Plan for Support Units – Waypoint 1 July 1, 2016 – June 30, 2019

Office of the President:

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

(Narrative including which university goal(s) will be advanced and supported by the unit's highest priority activities over the next nine years and a brief description of anticipated tactics deployed to help the University of Idaho meet goal(s))

The functions of the positions within this area are to facilitate the work of the executive leadership team and, primarily, the President who has full power and responsibility within the framework of the Board's Governing Policies and Procedures for the organization, management, direction, and supervision of the institution and is held accountable by the Board for the successful functioning of the institution or agency in all of its units, divisions, and services. While input from the faculty, classified and exempt employees, and students is considered essential and integral, the Board holds the President as ultimately responsible for the well-being of the institution, and final decisions at the institutional level, all of which is considered and planned through the framework of the strategic plan. For the purpose of this exercise, the role of the president is excluded in the sense that role is accountable to the State Board of Education and submits his goals and plans to that governing body outside of, though connected to our internal strategic planning. This plan focuses on the Office of the President and includes functional support offices and positions that support this work of executive administration*.

The primary long term focus of the office will be in support of enrollment growth measures (G1/G2), Idaho go-on rates (G2), and job satisfaction in our University community (G4). It is the intent of this area to support other units in their broader efforts as well. The strategy for positively impacting these goals will be based on open communication and coordination of efforts as well as contributions (financial and otherwise) to university-wide efforts advancing these areas. Staff will serve as individual ambassadors; facilitate media and marketing attention on the value of higher education; facilitate participation by the president in recruiting events; facilitate relationship establishment that advances the standing of the UI with constituents, legislators, donors, and alums; develop opportunities for relationship building within the University; support start up initiatives in keeping with progression of the strategic plan.

*The Office of the President includes staff support for the President and, where appropriate, the executive leadership team. Staff include office administrative support, executive communications, special project assistants, event management, and executive project coordination. The offices of General Counsel, Internal Audit, and Ombuds --due to the nature of these offices as impartial advisors and investigators—are included in overview form for their contributions to the overall strategic planning effort. Larger units (Athletics, UCM, Equity & Diversity as well as the Divisions governed by Vice Presidents) will submit separate plans. Civil Rights & Investigations, though an impartial investigative unit, will submit a separate plan for the purpose of informing their UBFC request.

Tactics include: Support/advance initiatives, call attention to higher education value, communicate value of UI, social science research to understand issues; Serve as individual and collective ambassadors; support enrollment initiatives and facilitate presidential participation in support of major initiatives. Facilitate opportunities for executive team engagement with the University community for the purpose of two-way communication and enhancement of our work environment.

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics (page 6 of university strategic plan):

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	Y	Achieve R1 status	
Engage (especially Go-on rates)	Y	Go-On Impact Alumni Participation Rates	
Transform (especially Enrollment and Retention)	Y	Enrollment (heads) Retention	
Cultivate (especially Work Environment and Inclusivity)	Y	Work Environment	

Waypoint 1 goal(s) and objective(s), and tactics (short narrative description):

Key tactics described here in narrative form, as a numbered list that will be performed during the first three years of the plan. Include a cross referencing to strategic plan goals and objectives where possible.

Goal 1: Innovate

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

Objective A: Build a culture of collaboration that increases scholarly and creative productivity through interdisciplinary, regional, national and global partnerships.

- Assess, create, and identify opportunities for networking and to support scholarly and creative proposals/initiatives such as the Vandal Ideas Project (VIP)

Goal 2: Engage

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

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.

- Facilitate advancement of and communication about the University's attributes through effective and appropriate use of the president's time to develop these endeavors
- Support specific research initiatives such as CAFE (Dairy Research Center) project; INL partnerships; Industrial research

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.

- Prepare for and facilitate the success of the next advancement campaign through engagement with alumni and stakeholders to financially support the long term goals of the University
 - Partner with student groups and UI locations (UI-Boise) to support programs such TedEx UIdaho, Cultural Competency and Literacy Symposium, and the Native American Advisory Council (MOU Tribes);
 - Create and support networking opportunities with broad constituents and ensure appropriate preparation is done to showcase the work of the University for advancement, fundraising, and relationship building
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Goal 3: Transform

Increase our educational impact.

Objective B: Foster educational excellence via curricular innovation and evolution.

- Vandal Ideas Projects related to the strategic goals of the University (similar to Goal 1, Objective A).

Objective C: Create an inclusive learning environment that encourages students to take an active role in their student experience.

- Office hours availability to students, faculty, and staff; guest-lectures (by President) and also special visiting scholars/leaders.

Goal 4: Cultivate

Foster an inclusive, diverse community of students, faculty and staff and improve cohesion and morale.

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

- Partner with student groups and UI locations (UI-Boise) to provide support for programs such TedEx Uldaho, Cultural Competency and Literacy Symposium, and the Native American Advisory Council (MOU Tribes) (*also noted under Goal 1*).
- Develop and coordinate work with external advisory bodies for insight and advocacy.
- Guide and support the efforts of reporting offices with this primary mission.

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

- Support efforts for divisions and units to invest in meaningful startup packages.
- Collaborate with other appropriate units to manage the Excellence Awards Program.
- Partner with Staff Council to appropriately acknowledge and celebrate staff contributions and awards.

Objective C: Improve efficiency, transparency and communication.

- Seek opportunities for executive team to engage meaningfully with university community.
 - Actively coordinate with UCM for timely and relevant executive communications.
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NOTE TO IPEC: We struggled with measures given uniqueness of this unit in the scheme of things. The problem with metrics for our unit is that they are either too global-enrollment growth for the University, increased research expenditures, funds raised...or they trivialize what we do-people met with, events held?

Because of this, perhaps an alternate approach would be some form of qualitative assessment of the office, akin to the Assessment Feedback that we use in our evaluations? I am not even sure that we would want to be quantitative there, but instead seek continuous qualitative improvement. Just a thought for the survey, perhaps with some sort of 1-7 scale, but...

- President is available for critical or important internal meetings;
- Presidential events represent the university appropriately and advance the objectives;
- Presidential correspondence is timely and furthers the intent of relationship building and communication;
- External meetings/events serve to build the university's reputation.

We look forward to any feedback you can provide us for the final draft.

Waypoint 1 Metric Targets for Unit:

For each numbered tactic on the prior page, please link to the appropriate strategic plan goal/objective and suggest a means of measuring progress over the course of the next three years (e.g. completion dates for milestones, specific measures of progress unique to your unit).

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1						
2						
etc.						

Addendum 1 - Internal Audit Services

OUR MISSION AND OBJECTIVES

Internal Audit Services provides independent and objective assurance and consulting services designed to improve the effectiveness of risk management, control and governance processes, as well as add value and improve the operations and performance of the University of Idaho.

Annually, we select audit topics that are of highest risk for not meeting one or more of the following objectives:

- Proper financial stewardship of resources;
- Compliance with laws, regulations and policies;
- Maintaining the University’s positive reputation and credibility; and
- Maintaining efficient and effective operations.

RELATIONSHIP TO STRATEGIC PLAN

Our audit objectives often intersect with the primary goals of the strategic plan: Innovate, Engage, Transform, and Cultivate. The following table shows various audit topics that can assist in achieving certain objectives within the strategic plan:

	STEWARDSHIP	COMPLIANCE	REPUTATION	OPERATIONS
INNOVATE	Intellectual property; Technology transfer	Pre and post-award compliance; Cost accounting	Conflict of interest; Office of Research Assurances	Service center billing rates
ENGAGE	Gifts/Endowments; Capital projects	Study Abroad; Fly America Act; Export control	Alumni; Athletics; Marketing; County Extension	Self-sustaining programs; Subsidization; Fund deficits
TRANSFORM	Go Idaho/Discover Idaho scholarships	Federal Financial Aid	Cost of attendance; Tuition and fee setting	Enrollment services
CULTIVATE	Tuition waivers; Honors; WUE	Civil Rights, Diversity, Title IX	Hiring and compensation	Technology infrastructure; Cyber security

PROCESS

Our annual audit plan is approved by the State Board of Education Audit Committee. When deciding upon the audit schedule, we take into account many factors, including:

- Input from University leadership
- Input from the State Board of Education Audit Committee
- Expectations for compliance by regulators and consequences for non-compliance;
- Public sensitivity of the activity and the level of importance placed on the area by stakeholders;
- Geographic isolation of decentralized offices;
- Adequacy of staffing levels and degree of training for employees in the area;
- Organizational turnover in leadership positions; and
- Industry trends.

Addendum 2 - Office of the Ombuds

November 18, 2016

In the simplest of terms, the Office of the Ombuds (Ombuds) mission is to **Empower People and Improve the University.**

Our goal is to empower administrators, faculty, students and staff to communicate more effectively through increased transparency and communication skill building. We encourage individuals and groups to utilize these skills to minimize conflict and create collaborative relationships. We encourage people to do this through coaching, participating in facilitated discussions or group meetings for team building, conflict resolution and organizational meetings.

Our success and impact is partially measured by what does *not* surface at the administrative level. If the ombuds can help people choose to increase their communication strategies and conflict resolution skills, then excessive conflict and/or legal action will likely not surface at the administrative level saving leaders time, the University money and other resources and university reputation. The Ombuds provides a useful risk management strategy.

What Strategic Goals does the Office of the Ombuds effect the most?

The University Strategic Goals are to: Innovate, Engage, Transform, and Cultivate.

The Ombuds provides an “invisible,” important thread weaving all of the strategic goals together through offering increased communication and conflict resolution strategies that will enable each of the colleges to operate more effectively, efficiently and collaboratively to achieve their goals, which in turn are directly related to the University strategic goals.

Goal # 4: Cultivate, is where the Ombuds has the most impact. With the aim being to *“foster an inclusive, diverse community of students, faculty and staff and improve cohesion and morale.”*

Objective A: *Build an inclusive, diverse community that welcomes multicultural and international perspectives.*

Indicators: Recruit and retain a diverse faculty, staff and student body.

The Ombuds will help retain faculty, students and staff through making the service known and recognized to all and to provide communication and conflict resolution skills and services that will help individuals who use our services gain strategies for effectively relating to their colleagues on campus. The ombuds will continue its work with international and American students and faculty to develop a deeper understanding of their cultural differences and how these play out in communicating with each other. The ombuds will be developing a proactive communication/conflict resolution training or series specifically designed for understanding communication with individuals from cultures

different than your own. These activities should contribute to increasing morale and retaining students and staff. Outreach marketing will occur on an ongoing basis to reach all students, staff and faculty.

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

Indicators: Competitive compensation and benefits including career development opportunities to promote continuous skills improvement and augmentation.

The ombuds will contribute to this goal through making the ombuds services known and available to all faculty and staff similar to what is noted in Objective A.

Objective C: *Improve efficiency, transparency and communication.*

Indicators: Invest resources wisely to enhance end user experience (e.g. more customer service oriented) and improve morale.

As the University reaches the strategic goal of becoming an A-1 research institution, the Office of the Ombuds will continue to be of service to individuals who chose to utilize the service. The Office will also continue being more proactive at the department and college levels to bring communication and conflict resolution training and coaching to supervisors, department chairs and all faculty, staff and students.

When enrollment and corresponding faculty and staff grows significantly, the Ombuds will analyze the need for expanding the office by one 0.5 FTE or another 1.0 FTE.

Throughout the path to our goal, the Ombuds will be researching and finding new ways to appropriately reach the university community proactively to strengthen and build morale and a more cohesively knit institution. As an Organizational Ombuds Office, it will do so maintaining the Standards of Practice of Organizational Ombudsing: Confidentiality, Informality, Impartiality, and Independence.

The Office of the Ombuds continues to be a vital unit of the campus interweaving all aspects of it together into a more cohesive unit through its quiet, "invisible" work of helping faculty, students, staff, and administrators communicate more effectively and resolve conflict. Onupward.

Submitted by: Barbara L. Beatty, M.D.R.