

University of Idaho

College of Natural Resources

Strategic Plan Implementation—2011–2015

CNR Implementation Strategies for the University of Idaho Strategic Plan 2011–2015

The University of Idaho Strategic Action Plan (2011-2015) is a road map for the enhanced distinction and strength of our institution. We have successfully developed our own college strategic plan that identifies our distinctions and dovetails with the university's strategic plan. This plan has been officially approved by the faculty and staff and will help guide college decisions and roles.



GOAL 1: TEACHING AND LEARNING

Enable student success in a rapidly changing world through transformed teaching and learning.

Objective A: Build adaptable, integrative curricula and pedagogies.

- **Strategy 1:** Engage college faculty in a thoughtful dialog about curriculum revision to reduce course overlap and low-enrollment courses, while maintaining effective delivery. Address undergraduate and graduate interrelated course offerings and delivery in an integrative manner. Expand the CNR Core curriculum and develop common courses that serve multiple majors.
- **Strategy 2:** Use development strategies to support and enhance academic programs, particularly field studies and experiential learning; improve classroom facilities and teaching technology.
- **Strategy 3:** Improve mechanisms for engaging non-tenure track faculty and instructors in our teaching programs.
- **Strategy 4:** Strategically engage doctoral students in undergraduate teaching. Mentor doctoral students in teaching methods and preparing for faculty positions.

- **Strategy 5:** Enhance our professional graduate education programs. Develop consistent course offerings, sustainable faculty/instructor teaching assignments, recruitment/retention, and assessment.
- **Strategy 6:** Develop a competitive distance education capacity, especially supporting professional graduate and certificate programs.
- **Strategy 7:** Define the leadership role, responsibilities and available resources for each of the eight undergraduate program leaders.
- **Strategy 8:** Support and reward a culture of dedicated academic advising among faculty and staff.

Objective B: Develop integrative learning activities that span students' entire university experience.

- **Strategy 9:** Support, evaluate and reward faculty participation in interdisciplinary and integrated programs across campus.
- **Strategy 10:** Employ a CNR Director of Student Services to manage recruitment, retention, extramural and co-curricular activities.
- **Strategy 11:** Reinvigorate the CNR Student Affairs Council (SAC) and support the student clubs and the

Living and Learning Center (CNR house).

- **Strategy 12:** Utilize development and entrepreneurial (on-line education, Y-accounts) income to build student scholarships, provide travel money for professional events, and support participation in service-learning activities.

GOAL 2: SCHOLARLY AND CREATIVE ACTIVITY

Promote excellence in scholarship and creative activity to enhance life today and prepare us for tomorrow.

Objective A: Strengthen all scholarly and creative activities consistent with the University's strategic missions and signature areas.

- **Strategy 13:** Allocate time, facilitation and support to help increase faculty participation in competitive grants, and create incentives to increase their scholarly impact.
 - **Action a:** provide human resources to mentor faculty in grantsmanship into leadership positions on nationally competitive grants;
 - **Action b:** support leadership training for all faculty, especially underrepresented women and minority faculty members. Maintain a diverse portfolio of external support, including increasing the proportion of nationally competitive grants.
- **Strategy 14:** Establish funded seminar series to bring cutting-edge scientists and professionals to campus to interact with faculty and students.
- **Strategy 15:** Increase the rate of both direct (faculty and staff time) and indirect (F&A) cost recovery. Use the differential in cost recovery to develop faculty, staff and programs.
- **Strategy 16:** Increase grant submissions to agencies (e.g. DOE, NSF) to engage more undergraduates in research experiences.
- **Strategy 17:** Increase the number of grant submissions for competitive doctoral student awards (e.g. NSF, DOE, Fulbright) and mentor graduate students and faculty to facilitate grant submissions.
- **Strategy 18:** Improve efficiency of internal practices to facilitate growth and development of scholarly activity.

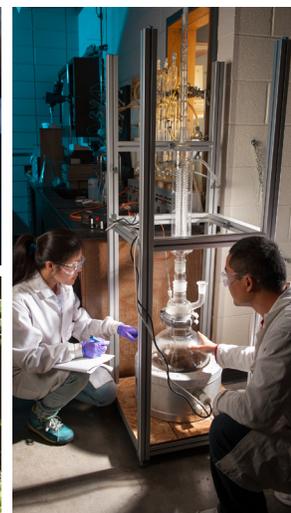
- **Action a:** develop more efficient and helpful procedures for pre- and post-award grant administration, travel administration and human resources;
- **Action b:** build in direct administrative support for large interdisciplinary grants;
- **Action c:** mentor faculty to efficiently administer grants;
- **Action d:** use income from entrepreneurial activity (on-line education, Y-accounts) to grow and develop scholarly activity.

- **Strategy 19:** Improve capacity for non-tenure track faculty and postdoctoral student engagement in research and scholarship.

- **Action a:** define the role of non-tenure track faculty on campus;
- **Action b:** develop a culture that welcomes, supports and retains non-tenure track faculty;
- **Action c:** leverage the skills of non-tenure track faculty in the proposal and scholarship process.

Objective B: Enable faculty, student, and staff engagement in interdisciplinary scholarship and creative activity.

- **Strategy 20:** Continue to foster faculty involvement in interdisciplinary teaching and degree programs, research and scholarship.
- **Strategy 21:** Continue to participate and lead initiatives in the U-Idaho signature research areas.
- **Strategy 22:** Match faculty expertise across campus with agency programs to improve academic infrastructure and instrumentation. Develop coordinated efforts to improve infrastructure and instrumentation in strategic areas (e.g. fire science, genetics, bioenergy, geospatial/information sciences, environmental monitoring, and stable isotope science).
- **Strategy 23:** Establish environmental monitoring networks (Experimental Forest, Taylor, and Nokes) to facilitate long-term interdisciplinary studies.
- **Strategy 24:** Revise promotion and tenure guidelines to clarify the role and value of interdisciplinary research and scholarship.



GOAL 3: OUTREACH AND ENGAGEMENT

Meet society's critical needs by engaging in mutually beneficial partnerships.

Objective A: Develop processes, systems and rewards that foster faculty, staff and student outreach and engagement.

- **Strategy 25:** Establish a CNR outreach and engagement committee to coordinate the outreach functions of the college.
- **Strategy 26:** Revise tenure and promotion guidelines to more effectively recognize outreach.

Objective B: Strengthen and expand mutually beneficial partnerships with stakeholders in Idaho and beyond.

- **Strategy 27:** Establish advisory boards involving stakeholders and partners who focus their activities on assessment, fundraising, advocacy and placement activities/internships.
- **Strategy 28:** Implement practica, internships and other opportunities to engage students in service learning, including incentives for faculty.
- **Strategy 29:** Strengthen CNR's capabilities to identify and secure grants, contracts and external revenue streams to support outreach activities.
- **Strategy 30:** Create an annual, one-day, all college open house for all students and the local public to learn about college programs, news and/or events.

GOAL 4: COMMUNITY AND CULTURE

Be a purposeful, ethical, vibrant, and open community.

Objective A: Be a community committed to access and inclusion.

- **Strategy 31:** Recruit and retain a diverse student body.
- **Strategy 32:** Expand efforts to recruit a more diverse applicant pool of faculty and staff candidates.
- **Strategy 33:** Participate in university-sponsored cultural competency training as available.

Objective B: Be a community committed to civility and respect.

- **Strategy 34:** Support and encourage both formal and informal activities that cultivate positive relationships and behaviors among faculty, staff and students within the CNR community.
- **Strategy 35:** Create a culture of tolerance, mutual respect and celebrate the diversity of scholarship, outreach, teaching and service.
- **Strategy 36:** Empower, support and equip all CNR community members to deal with inappropriate behaviors or confrontations in the workplace through formal and informal education and training.

Objective C: Be a community committed to productivity, sustainability and innovation.

- **Strategy 37:** Create a culture of sustainability across all parts of our operations and reduce our environmental footprint.
 - **Action a:** reduce our fuel and energy consumption, increase use of renewable power sources, increased green purchasing, reduce our waste stream and increase recycling;
 - **Action b:** promote dialogue and self-education to understand best practices for sustainable operations, and resource use;
 - **Action c:** reward individual and collective behaviors within the CNR community that contribute to the sustainability of facilities and resources.
- **Strategy 38:** Continually evaluate existing staff responsibilities and workloads to provide efficient, quality service to our community.
- **Strategy 39:** Support the entire college community by encouraging periodic, college-wide recognition and congratulatory events.
- **Strategy 40:** Enhance partnerships with CNR stakeholders through promoting college programs, distinctions and leadership by our students, faculty and staff.

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