

University of Idaho

Strategic Plan and Process

(V 5.3)

2016-2025

"I believe that research universities prepare their students not just with today's knowledge, but with the ability to discover new knowledge, to solve novel problems, to lead and thereby to construct the future. The University of Idaho is Idaho's major public research university, serving a land-grant mission in support of Idaho's economy and society by educating students at the undergraduate, graduate and professional levels to meet the needs of Idaho and our region; by conducting research, scholarship and creative activity of impact and purpose (basic and applied); and by engaging statewide to improve the lives of Idahoans.

UI will serve any qualified student, with a focus on enabling all qualified Idaho students access to education at a research university. Our resident students will be a cross-section of Idaho in ethnic, socioeconomic, and demographic terms. Education at the University of Idaho is not simply the transmission of knowledge, but the preparation to become a problem solver and lifelong learner.

The university will be a purpose-driven organization, a vibrant intellectual community that attracts, retains, and develops great faculty and staff. We can achieve this by generating additional resources and by using our resources effectively, improving our physical and professional environment."

President Chuck Staben

Charge to Provost to Lead Strategic Planning Efforts

August 17, 2015

Plan Summary

Our journey to the highest level of excellence

Unlike many contemporary university strategic plans, this plan seeks a longer view of our future with a timeline. This plan has many interesting parallels with the “Plan for Tomorrow” developed by the University of Idaho under the direction of President D.R. Theophilus for the time period of 1960-70. Both plans allude to goals of a 50 percent increase in enrollment with appropriate increases in research and graduate programs, increases in staff and faculty retention, and improved efficiency. The pace of change continues to accelerate which makes the implementation process a vital ingredient that will ensure the success of this plan.

The philosophy of this strategic plan can be metaphorically compared to a journey: as we move from here to there, can we walk only on the ground? Or can we swim oceans and fly through the air as well?

Our university’s *mission statement* defines the space in which we move and the landscape in which we thrive and grow:

[To be finalized via poll]

For more than 125 years, the University of Idaho has shaped the future through education, discovery and engagement with communities.

Within that landscape and our ability to transverse it, our *vision* describes where we plan to arrive in the next decade:

[To be finalized via poll]

The University of Idaho will expand enrollment by 5,000 students, yield an economic impact for the state in excess of \$2 billion, and increase research excellence and productivity to become a Carnegie Research Very High institution.

The successful completion of our journey requires organizing and aligning our activities through overarching goals and objectives. We will move through our journey in phases, seeking arrival to key landmarks or waypoints along the way. These waypoints will be three year focused tactical plans that seek to make headway in specific areas of focus. The tactical plans, or cascaded plans, will be developed and implemented in all units within the university and will become embedded within our annual budget process. Given the focus and inherent diversity of the many units within our university, the cascaded plan from any given unit will likely focus on a few of the goals rather than attempting to spread the effort across all four goals. Our institutional “navigation” will be provided by an inclusive implementation committee that will overlay this current plan with ongoing budgeting, resource allocation, planning and prioritization processes that are vital to the university’s continued evolution toward excellence.

Our Mission

[To be finalized via poll ... placeholder below]

For more than 125 years, the University of Idaho has shaped the future through education, discovery and engagement with communities.

The University of Idaho is the state's only land-grant research university. From this distinctive origin and identity comes our commitment to enhance the scientific, economic, social, legal, and cultural assets of our state, and to develop solutions for complex problems facing our society. We deliver on this commitment through focused excellence in teaching, research, outreach, and engagement in a collaborative environment at our residential main campus in Moscow, regional centers, extension offices, and research facilities across the state. Consistent with the land-grant ideal, our outreach activities serve the state. At the same time they strengthen our teaching as well as scholarly and creative capacities.

Our teaching and learning includes undergraduate, graduate, professional, and continuing education offered through both resident instruction and extended delivery. Our educational programs are enriched by the knowledge, collaboration, diversity, and creativity of our faculty, students, and staff.

Our scholarly and creative activities promote human and economic development, global understanding, and progress in professional practice by expanding knowledge and its applications in the natural and applied sciences, engineering, social sciences, arts, humanities, and the professions.

UI Vision/2025

[To be finalized via poll ... placeholder below]

The University of Idaho will expand enrollment by 5,000 students, yield an economic impact for the state in excess of \$2 billion, and increase research excellence and productivity to become a Carnegie Research Very High institution.

Large research universities, such as the University of Idaho, prepare their students not just with today's knowledge, but with the ability to discover new knowledge, to solve novel problems, to lead, and thereby to construct the future. We educate students at the undergraduate, graduate, and professional levels to meet the needs of Idaho and our region. We create knowledge and impact through our research, scholarship, and creative activity. We improve lives in Idaho and beyond.

As Idaho's land grant university, UI will maintain its current leadership in research and engagement with Idaho communities. Putting new knowledge into action, requires continued growth in the creation and the execution of ideas that matter. We will continue to provide leading graduate and professional education, including enhanced production of doctoral, masters, and professional degrees. The University of Idaho will become a Carnegie "Research Very High" institution known for select programs of impact and excellence, and recognized for interdisciplinary research.

UI will serve any qualified student, providing access to education at a research university. The University will enroll a mix of resident and non-resident (including international) students at the graduate and undergraduate levels. Our resident students will be a cross-section of Idaho in ethnic, socioeconomic, and demographic terms. Education at UI is not simply the transmission of knowledge, but the preparation to become a problem solver and lifelong learner.

The University will excel in student success as measured by the transformative educational experience and the achievement of student learning outcomes as well as in readily quantifiable measures such as higher-than-predicted retention and graduation rates for the students UI admits; employment/career outcomes for its students; other measures of student engagement and learning, including NSSE and internal measures. The University will lead in helping Idaho achieve its goal of 60 percent postsecondary attainment. To achieve this goal, undergraduate enrollment and graduates will increase to 150 percent of current enrollment and graduates. The University will engage across the state to enhance postsecondary attainment.

The University will be a purpose-driven organization, a vibrant intellectual community that attracts, retains, and develops great faculty and staff. We can achieve this by generating additional resources and by using our resources effectively, improving our physical and professional environment.

Making the Plan Strategic

We will use metrics to guide our efforts and prioritization of tasks. Each of the major goals that follow has an articulated list of metrics which will be the focus of the cascaded plans. But each goal also has one or two key metric(s) which will guide the evolution of the strategic plan from an institutional level. These key metrics are shown in the following table:

Metric	Baseline	July 2017	July 2018	July 2019	Waypoint 2 July 2022	Final Goal
Enrollment	12,000	12,000	12,200	12,500	15,000	18,000
Educational Parity Score						
Highest degrees in given field (PhD, MFA, etc.)						
Societal Impact (Go-On)						
“Great Colleges to Work For” Survey Score	n/a	Baseline				

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Principles and Values

Excellence

Individual commitment to excellence is central to the values we promote. We value the purposeful pursuit of knowledge that improves our communities and prepares us for a lifetime of service. We believe in a culture of leadership and promotion of excellence that passionately educates those seeking knowledge and celebrates success when that knowledge is applied to address societal challenges.

Respect

Central to our productivity and morale is a climate that is considerate and respectful. The University of Idaho is an extensive and diverse community of people from varied backgrounds and beliefs. We welcome the viewpoints and contributions of everyone in our community. We believe that an institution is only as strong as its ability to include diverse perspectives, as we all contribute to the University of Idaho's mission.

Integrity

We believe that adherence to and a shared understanding of ethical principles is necessary for effective collaboration within an educational community. The University of Idaho is committed to internal congruence as well as openness and transparency in decision-making and leadership.

Perseverance

The University of Idaho is a community that is brave and bold in our pursuit of higher aspirations, always pushing to offer the best opportunities and environment for our students, faculty and community. We are confident in our ability to succeed and have demonstrated a long-term discipline to achieve our goals.

Goal 1: Innovate

Scholarly and creative work with impact

Aim: Scholarly and creative productivity at the highest level, resulting in designation as a Carnegie Research Very High (RVH) Institution.¹

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

Indicators: Increases in above RVH measures driven by partnerships.

Objective B: Create, validate and apply knowledge through the co-production of scholarly and creative works by students, staff, faculty and diverse external partners.

Indicators: Increase number of terminal degrees in each disciplinary class to RVH levels.

Objective C: Grow reputation by increasing the range, number, type and size of external awards, exhibitions, performances, contracts, commissions and grants.

Indicators: Increase in above measures to RVH levels.

¹ Definition: Measures include doctorates in all fields, research expenditures in all fields, Science & Engineering research staff (postdoctoral appointees and other non-faculty research staff with doctorates). See methodology as described on the Carnegie Foundation website (<http://carnegieclassifications.iu.edu/>). For all other units, accepted measures of scholarly / creative work will conform to disciplinary norms and the terminal degree used in lieu of the PhD degree. All units will be benchmarked on these measures against RVH public institutions.

First Waypoint 2016/17-2018/19

The leading indicator for this goal is the number of conferred “highest degrees in field” or terminal degrees. Research expenditures are typically highly correlated to advanced degrees conferred, since funding is required to support advanced graduate student work. Our mission is knowledge production and dissemination which is most appropriately enforced through terminal degree measures as opposed to research expenditures. We also highly value the contribution of applied research generated through Master’s degrees and creative activity generated through MFA and professional degrees. The lead and other measures follow in the table below:

Metric	Baseline	July 2017	July 2018	July 2019	Waypt 2 2022	Final Goal
Highest degrees in given field (PhD, MFA, etc.)	101+	109+	127+	145+	230+	325+
Humanities Doctorates	0	1	2	5	20	35
Social Science Doctorates	7	8	10	15	30	50
STEM Doctorates	71	75	85	90	120	150
Other Doctorates	23	25	30	35	60	90
Other terminal degrees (MFA, etc.)	?	?	?	?	?	?
S&E Research/ Support Staff (e.g. Postdocs, Lab Directors)	70	75	80	90	120	150
Science and Engineering (S&E) Research Expenditures per faculty	\$165,500	\$168,000	\$172,000	\$175,000	\$190,000	\$200,000
Non-S&E Research Expenditures per faculty	\$5,510	\$6,500	\$8,000	\$10,000	\$15,000	\$25,000

Potential cascaded plan proposal topics for first waypoint (2016/17 – 2018/19)

- Foster the participation of UI practitioners as leaders and participants in regional, national and international collaborative scholarly and research activities.
- Support increased numbers of undergraduate and graduate students in research and creative activities; this includes representation at professional meetings and formal inclusion in research/creative activity programs.
- Promote the formation of interdisciplinary scholarly and creative activity teams to include 3-4 different disciplines and 2-5 new partners annually.
- Encourage student and faculty participation in industry and other external constituents’ research, creative activity and internships.

Goal 2: Engage

Outreach that inspires innovation and culture

Aim: Make meaningful contributions to societal needs, global issues and advancement of culture (e.g. Go-On rates in Idaho).²

Objective A: Identify. Inventory and continuously assess engagement activities and select new opportunities and methods to make meaningful contributions.

Indicators: Number of requests for new involvement and assistance. Issues to be addressed will be determined through a variety of statewide needs assessments across multiple dimensions of the University of Idaho including, but not limited to, Extension.

Objective B: Act. Build and enhance collaborations that maximize the university's contributions to and visibility in the communities it serves.

Indicators: Number of active responses/programs in progress that seek to address the identified societal issues or collaborate with communities on research, the arts or cultural enhancement. Finally, some unbiased measure of impact of the response/programs put in place (e.g. client surveys before/after response).

Objective C: Support. Engage alumni, friends and collaborators in support of the strategic mission in meaningful and beneficial ways.

Indicators: Service learning opportunities, donor and benefactor's contributions of time, treasure and talent.

² Clarification: New projects addressing societal challenge will be added during each waypoint. Measures of success will be customized for each new challenge. For example, this first waypoint will focus on the Go On rates and our focus will be on increasing the number of in-state students that choose to go on to the University of Idaho. We will seek to increase the number of students who might not have gone on to college at all in absence of our efforts.

First Waypoint 2016/17-2018/19

The Go-On initiative of the State Board of Education and Idaho’s Governor will be the first societal issue we will address and will frame the leading indicator for this goal. In parallel, we seek input on other critical issues facing the citizens of Idaho with the aim of defining the second societal issue prior to the end of this first waypoint. The lead and other measures follow in the table below:

Metric	Baseline	July 2017	July 2018	July 2019	Final Goal
Impact (UI Enrollment that increases Go-On³)	n/a	baseline			50% increase
Number of UI units involved in engagement					
Number of ongoing engagement programs in Idaho, including cultural events					
Programs addressing Grand Challenges					
Service Learning Opportunities and Internships for Students					
Alumni Giving Participation Rate	9%	10%	11%	12%	15%
Economic Impact	\$1.1 Billion				\$2.0 Billion

Potential cascaded plan proposal topics for first waypoint (2016/17 – 2018/19)

- Strengthen communities through domestic and global service learning and internship opportunities.
- Increase the Idaho Go-On rate while maintaining or increasing graduation rates.
- Address challenges from the Grand Challenges lists established by national organizations (e.g. DOE, Global, NAE, NIH, NSF) that are aligned with UI’s strengths.
- Participation on advisory boards (cascading).
- Increase the number of new donors.
- Increase the number of employee partnerships.
- Increase the number of gifts greater than \$25,000.
- Number of individuals, businesses, and communities incorporating best management practices.

³ Measured via survey of newly enrolled students, we will seek to estimate the number of new students that were not anticipating attending college a year earlier.

Goal 3: Transform

Educational experiences that improve lives

Aim: Advance our educational impact.

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

Indicators: Total number of enrolled students and number of students by desired categories (e.g., residential, non-traditional, transfer, graduate, international).

Objective B: Develop systems to promote curricular innovation and evolution.

Indicators: Availability and use of innovation-enabling services, number of offerings of fully on-line and hybrid courses, offerings for distance learners, and student satisfaction scores (e.g., NSSE).

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

Indicators: Measures of student involvement (e.g., NSSE HIP Metric), performance and educational parity, reflecting such things as extracurricular activities, academic performance, undergraduate research, progression, graduation and career placement outcomes across major demographics (all students vs focal group).

First Waypoint 2016/17-2018/19

Improving educational impact ultimately rests on increasing the number, quality and relevance of conferred degrees. To accomplish this goal, we must grow enrollment, improve retention and persistence so we attain an increased number of graduates. We will focus on enrollment growth in the first waypoint with the intention of shifting our focus to increasing the number of graduates as the primary measure by the final waypoint. The quality of life after college is greatly enhanced when graduates have sufficient exposure to enriching experiences in college. Thus, secondary goals will include the number of high impact practices our students secure before graduation as well as the total number of degrees awarded. The lead and other measures follow in the table below:

Metric	Baseline	July 2017	July 2018	July 2019	Final Goal
Enrollment	12,338 (needs updated)	-2%	0%	+3%	18,000
Educational Parity ⁴					
Retention					
Graduates (All Degrees)					
NSSE HIP Metric	67	69	71	75	>95
Career Outcome					

Potential cascaded plan proposal topics for first waypoint (2016/17 – 2018/19)

- Support academic departments and faculty to develop unique and collaborative curricula that combine multiple fields of study not offered by our peers/competitors.
- Disseminate the successes of our unique, blended, collaborative curricula.
- Invest in capital programs that renovate, update and create academic learning environments (e.g. TEAL Classrooms, DOCEO Center, etc.);
- Provide more opportunities for faculty and students to participate in educational experiences beyond the classroom.
- Invest in infrastructures that provides safe, comfortable, efficient environments conducive to learning and collaboration.
- Continuously improve the technology and data environment on campus and at the extension sites and centers.
- Support research activities with clear connections to classroom teaching and learning.
- Expand affordable educational and academic opportunities that reflect diverse perspectives.
- Increase student financial support to make UI attractive to the broader Idaho and world community.
- Modify curriculum and instruction as needed to increase enrollment and graduation success across all demographics.

⁴ Cumulative GPA at end of first year for given demographic vs entire student population.

Goal 4: Cultivate

A valued and diverse community

Aim: 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.

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.

Objective C: Improve efficiency, transparency and communication.

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

First Waypoint 2016/17-2018/19

The University of Idaho is a purpose-driven organization. Our people invest their hearts and souls into providing a nurturing environment for all. We seek adjustments in culture, compensation and behavior consistent with our high aspirations. The lead and other measures follow in the table below:

Metric	Baseline	July 2017	July 2018	July 2019	Final Goal
Chronicle Average Survey Score	n/a	Baseline	?	?	65%
Multicultural Student Recruitment and Retention	?				+11%
International Students					
Faculty, and Staff Recruitment and Retention					
Multicultural Faculty and Staff Recruitment and Retention					

Potential cascaded plan proposal topics for first waypoint (2016/17 – 2018/19)

- Develop a career ladder/promotion system for staff.
- Retention programs aimed at decreasing turnover.
- Integrate professional development into UI's operations by creating responsive programs and recognition of success, including opportunities for growth and promotion of employees.
- Seek opportunities to improve the user experience, especially in terms of administration and student services (excellence in service).
- Improve/promote recruiting and hiring practices that support diversity.
- Increased cultural competency for all employees.
- Bring employee compensation to market standards by 2025.
- Energize the community and foster commitment to university-wide endeavors by communicating our successes while increasing systemic, productive responses.
- Continued diligence to complete exit interviews and periodically review the supplied feedback.

Plan Implementation

Resourcing the Strategic Plan via Integrated Planning

The strategic plan presented here is just one piece of a larger puzzle and cannot be pursued as an independent undertaking. Indeed, the incorporation of the strategic plan into other important university functions is vital to this plan's success. The strategic plan must be connected to our budget process, our enrollment planning, our accreditation process, our mandated program prioritization process, our hiring process, our capital construction planning and our fundraising goals. The resources to meet our goals will come from multiple sources, including targeted investments from our donors and from the State of Idaho. The bulk of the new resources will come from tuition revenue generated from enrollment growth, which fundamentally underpins this strategic plan. Growing our enrollment from our current 12,000 students to over 18,000 in the next nine years will yield several tens of millions of dollars which will be an important contribution to resourcing the strategic plan.

The University of Idaho values the role faculty and university leadership share in the growth and nurturing of our mission, vision and enterprise. As we move forward together, we will need to harmonize the numerous processes outlined above via an institutional planning and effectiveness committee. This committee will advise the President and the Board on a variety of matters and will coordinate the multiple processes in a way that ensures progress toward meeting the goals and aspirations of the overarching strategic plan. The strategic plan itself will require additional detail. This detail, via cascaded plans, will be provided by units across the University of Idaho. The cascaded plans will detail the utilization of current resources in support of the strategic plan as well as propose new concepts and ideas that can accelerate our progress towards achieving key strategic objectives and metrics. The duration of the first phase of planning, or first waypoint, will be three years. The Institutional Planning and Effectiveness (IPE) committee will be formed and launched in late spring 2016 and will provide a structure for the collection, implementation and monitoring of cascaded plans. In addition, the IPE committee will start interfacing with the various subcommittees handling other key processes such as enrollment management, budget, and capital planning and fundraising.

Mapping of University of Idaho Plan to the State Board of Education Plan

(Forthcoming)

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