

Role and Mission, Strategic Planning and Budget Planning

University of Idaho

February 10, 2004

The University of Idaho is moving boldly forward. We are pursuing a vision of quality and distinction, building on institutional strengths, and making choices that reflect the realities of our current and future operating environment. The purpose of this memo is to summarize the direction being set.

The Conditions:

- The State Board of Education is initiating a review and update to the Role and Mission statement for each institution in the Idaho System of Higher Education. The current Board approved Role and Mission Statement is available at the following web site:
http://www.idahoboardofed.org/policies/r_m.asp.
- The University of Idaho has budget goals for the period between FY03 and FY07, including substantial reallocation targets for each RCM unit.
- The University of Idaho is hiring a new President and is due for an update of its institutional strategic plan. We will be participants in planning and problem solving with the new President.

This set of conditions is a mandate and an opportunity for the university community to state who we are, how we will operate, and what we intend to become. An updated *role and mission statement*, a strategic *budget plan* and a fresh *strategic plan* will provide the foundation for a successful future for the total university.

The Foundations:

1. Making Choices to Ensure Quality, Distinction and Good Health
We recognize that we must align our program choices with fiscal resource realities. The University will focus its resources on programs of strategic importance and deliver them with high quality. In many cases, we will choose to support programs of distinction.
2. Working Together as a University.
We will become a more cohesive institution and community in setting strategic direction, managing budgets and resources, and making choices. We will increase our knowledge of the roles, contributions and fiscal conditions of all campus units, and capitalize on the interdependencies between units. Our decisions will be about how the parts contribute to the selected programs and directions of the whole. Our new and growing energy will be the sum of collective and individual unit efforts – more than just the sum of individual efforts.

In this community/University, faculty, staff, students and administrators have rights of expression and agenda setting, but equal amounts of responsibility to engage in collective planning, choices and problem solving.

The cultural change in this approach to planning and decision making creates uncertainty and risks for all involved. But this will also be an investment. By trusting each other, learning

about one another and our interdependencies, and making decisions based on the health of the whole institution, we generate sizable dividends for all involved. If we do not move in this direction, the risks of erosion in quality and morale increase for everyone in the institution.

The energy, decisions and directions we generate by working as a University and as successful individual units will be reflected in our reputation and accreditation process and will be useful to executive leadership.

3. Adhering to Our Role and Mission.

We will exercise our land grant ethic, placing emphasis on the relevance of our research and education to Idaho's people, communities, organizations, industries and resources.

We will be a strong research university. All faculty (departments) will have scholarship goals and activities and integrate this scholarship with their educational and outreach programs. Some faculty/departments will have graduate programs and some will not, but all will engage in original scholarship.

We will effectively integrate liberal arts, technical/professional education, and advanced research, producing broadly engaged citizens and leaders.

Revised University of Idaho Mission Statement (Draft):

The University of Idaho is a Carnegie doctoral/research extensive, land-grant university serving the people of Idaho, the nation and the world through integrated programs of instruction, research, outreach and professional service.

The land-grant mission embodies an enduring educational philosophy that includes:

- Access regardless of race, creed, gender, or economic background,
- The marriage of practical and liberal education programs that produces citizen professionals prepared to be the next generation of leaders in Idaho and the nation,
- A balanced and broad notion of scholarship including both applied and basic research, and
- Outreach and technology transfer programs that help Idaho's people and organizations make better decisions, and that facilitate the economic growth of businesses and industries in the state and region.

Land-grant values are as relevant today as they were 100 years ago (See The Kellogg Commission on the Future of State and Land-Grant Universities, 1990). The UI has 110 years of tradition and a fully developed statewide infrastructure to support its land-grant mission. The UI actively adapts its programs to the changing demographics, economics and knowledge needs of society.

As a research extensive institution, research based findings at the UI inform faculty teaching, scholarship, and service and are integrated in undergraduate and graduate degree programs. Degree programs are interdependent; this interdependency strengthens faculty relationships across academic units, and fosters a learning environment of interdisciplinary and cross college experiences.

The marriage of liberal and professional education at the UI prepares graduates for lives of citizenship and distinction. Regardless of disciplinary major, undergraduate education should assure that all students

- Acquire the ability to think critically
- Explore contemporary issues and experiences from multiple perspectives and time frames
- Become aware of and sensitive to the diversity of humanity
- Develop intellectual curiosity about appreciation for knowledge outside the current frame of experience
- Develop the ability to gather and synthesize information from various disciplines and sources
- Develop effective communications skills.

The UI graduate should be educated to make sense of the world and work creatively within it.

Role of the University of Idaho:

In cooperation with fellow Idaho public higher education institutions the UI is responsible for providing quality educational opportunities. Institutions coordinate programs, clientele, and geographic areas to ensure priority needs of Idaho citizens are addressed without unnecessary duplication. The UI will provide constructive leadership and program excellence to meet priority state needs.

The distinctive role and contributions of the University of Idaho within the Idaho system of higher education is built on the following:

- The UI is committed to develop and maintain selected nationally/internationally competitive undergraduate and graduate learning, research/discovery, and engagement programs consistent with responsibilities of a major land-grant institution. The UI has responsibility for helping to protect and maintain Idaho's natural resources and rural communities, through the discovery and diffusion of knowledge and technology.
- The UI will give emphasis to the maintenance and enhancement of the only public university programs in Idaho in law, architecture/landscape architecture/design, agriculture, forestry and forest products/wildlife/fisheries/recreation/range, veterinary science, and family and consumer sciences.
- The UI will continue its emphasis on strong liberal arts preparation for undergraduate students through the arts, humanities, social sciences and will offer selective master's and Ph.D. programs in these areas to meet the needs of the state of Idaho, to maintain the strength and desirable balance of the university overall, and to support the social and political aspects of its science and technology programs. Instructional programs will be led by faculty who bring the knowledge from their research/scholarship into the classroom.
- The UI will provide institutional emphasis on disciplinary and interdisciplinary areas related to science and technology with sufficient scope and depth in these areas to support strong undergraduate, master's and Ph.D. programs. In recent years, the UI has focused program growth in selected areas to achieve national leadership, including biotechnology systems, environmental ecology, food security and life systems survivability involving water resources, infrastructure security and engineering and energy systems. The UI will assess its competitiveness and prioritize specific program areas in science and technology for

continuing focus. Such science and technology areas will be complemented by selected strong programs and research in the social sciences, business and law, architecture, education, bio-regional sustainability, and public policy.

- The UI shares responsibility, with other public higher education institutions, to support strong undergraduate, graduate and research programs in business, education, and engineering. Such programs at the UI are distinctive and high quality. Also, the UI is designated to partner with the University of Washington and Washington State University in supporting the WWAMI medical education program, and the Washington, Oregon, Idaho (WOI) for the veterinary medicine program.

Characteristics of Program Development and Delivery

- Learning at the Moscow campus is designed to involve students in an intensive residential campus experience with full engagement in opportunities for undergraduate research, integrated curricula in the core and in the majors, literacy in the traditional liberal arts and sciences, in technology, and complementary co-curricular experiences.
- The UI has a statewide system of research, extension education, and information dissemination.
- International studies programs and research efforts receive primary emphasis.
- The UI provides learning opportunities in selected program areas to statewide, national and international constituencies through continuing and professional education, as well as distance education systems.
- Consistent with its historic role and accomplishments, the UI has a major role in contributing to the community/economic development of Idaho through research, instruction and service that strengthens local institutions and diversifies the economic base. UI research is a powerful catalyst for economic growth by providing essential tools and knowledge to state and local economies, including:
 - Workforce and education programs
 - Technical assistance and advice from faculty and university laboratories
 - Technology transfer
 - Entrepreneurial development
 - Industry research partnerships