

[DRAFT 10-16-05]

UNIVERSITY OF IDAHO STRATEGIC PLAN 2005-2010

VISION, VALUES, AND DIRECTIONS

We, the University of Idaho, will be an internationally respected land-grant institution, combining research, graduate and professional education with a strong undergraduate base in the liberal arts and sciences.

Our teaching and learning activities will engage every student in a transformative journey of discovery and understanding. Our discovery and creative activity will generate knowledge that strengthens the scientific, economic, cultural, social, and legal foundations of an open, democratic society. Our outreach and engagement will facilitate lifelong learning and energize the development of prosperous and environmentally sound communities, while enhancing the relevance and excellence of our academic enterprise.

Our work will be shaped by a passion for discovery and creativity, by the rigor of high academic and ethical standards, by the attainment of each individual's full human potential, by the enrichment generated through diversity, by the dissolution of cultural and organizational barriers, and by a commitment to improve our community and the communities we serve.

We will emphasize quality, focusing our efforts on sustaining strong programs and investing our resources in strategic directions that advance the interests of Idaho in a competitive world. Through collaboration across strong academic disciplines, and through the creation of public and private partnerships, we will undertake bold initiatives to promote science and technology; to invigorate the liberal arts and sciences; to catalyze entrepreneurial innovation; to steward the natural environment; and to develop the design, lifestyles and civic infrastructures of sustainable communities.

TEACHING AND LEARNING GOAL: Engage students in a transformational experience of discovery and understanding.

Objective 1: Build and sustain competitive advantages in selective disciplines through innovative curricula of distinction.

Strategies:

- a. Develop meaningful learning outcomes at the university as well as at program levels for graduate and undergraduates.
- b. Use learning outcomes assessment pro-actively as a means to keep teaching and learning vital, contemporary, and grounded.
- c. Utilize distinctive Core curricula to engage students in participatory learning and to prepare them for the challenges of higher education.
- d. Establish learning partnerships with industry, government, and foundations that emphasize internships and practicum.

- e. Invest in field work and internships as a means of contributing to learning and the land-grant obligations of the University.
- f. Develop flexible course schedules and year-round programs to meet student needs throughout the University.
- g. Establish curricular content that utilizes interdisciplinary student teams to solve complex learning tasks.

Objective 2: Develop effective learning activities to engage and expand student minds.

Strategies:

- a. Expand opportunities for students to experience self discovery through hands-on activities such as graduate-level and undergraduate research, service learning, internships, education abroad, disciplinary competitions and engagement in professional societies.
- b. Provide graduate and professional students with integrated experiences in teaching, research and outreach.
- c. Integrate educational experiences with the living and learning environments.
- d. Engage alumni as partners in student recruitment, retention, mentoring, learning, and post-graduation transitions.
- e. Engage students in meaningful personal mentoring and academic advising to facilitate their learning.
- f. Engage students, staff and faculty in meaningfully diverse curricular and co-curricula activities that enhance learning about the diversity of people and cultures.

DISCOVERY AND CREATIVE ACTIVITY GOAL: Achieve excellence in scholarship through an institutional culture of interdisciplinary collaboration among strong disciplines.

Objective 1: Emphasize nationally recognized discovery and creative activities that generate research that advances the University’s strategic themes, the land grant mission, and nationally recognized graduate and professional programs.

Strategies:

- a. Provide enhanced proposal preparation, grant processing and grant management support to faculty from all disciplines and professions.
- b. Develop start-up packages and compensation in order to attract the most competitive faculty in discovery.
- c. Increase submissions of high-quality proposals to government agencies, international organizations, industries and foundations.
- d. Allocate the physical and financial resources for technical infrastructure and regularly renovate/service/repair facilities.
- e. Increase the number and compensation level of graduate assistantships.

Objective 2: Promote an innovative environment that increases faculty engagement in interdisciplinary scholarship.

Strategies:

- a. Enrich programs to encompass cultural, economic, legal, scientific, policy, environmental and international dimensions.

- b. Ensure that individual levels of effort in multidisciplinary programs and grants are assigned to associated units.
- c. Assess and improve structures for faculty appointments and rewards to ensure interdisciplinary collaboration is attractive and effective.
- d. Respond to new scholarly areas through interdisciplinary/strategic hiring.
- e. Provide resource support for faculty and graduate students in international and regional activities that bridge cultures.
- f. Build strategic educational, research or technology transfer activities regionally and abroad.

OUTREACH AND ENGAGEMENT GOAL: Be an independent organization that engages strategically with people, communities and businesses to enhance educational and developmental opportunities.

Objective 1: Strengthen the social and economic well-being of people, their communities and businesses through strategic educational, research, and service programs, including technology transfer.

Strategies:

- a. Enhance and strengthen partnerships of the University by building relationships with key constituencies and enhancing the University of Idaho's support and capability through improved relationships and communication.
- b. Focus on areas and businesses that match with University's strengths and uniqueness as a comprehensive research, land-grant University.
- c. Engage all academic segments of the University in relationship building, idea exchange, and communication with the people of Idaho from around the state to produce efficient and effective outreach efforts.
- d. Build partnerships with other educational institutions and public and state agencies to enhance program delivery and quality.
- e. Foster key industry/business relationships that would benefit entrepreneurship, and social and economic development through the use of faculty innovations.
- f. Actively seek and identify the needs of the state and work to address those needs in an ethical, academically sound, and fiscally responsible manner.
- g. Provide a supportive environment for entrepreneurial activities among the University of Idaho, other universities, government, industry, private foundations and individuals.

Objective 2: Deliver undergraduate, graduate and continuing professional education programs and opportunities for life long learning.

Strategies:

- a. Design and implement an institutional system that supports program/course delivery statewide and facilitates faculty in course/program design and development.
- b. Develop an array of program needs based on community needs and university expertise.
- c. Determine effective program delivery mode as a function of site, available technology, partnerships and learner characteristics.

- d. Implement a fee structure that provides adequate budgetary program support based on a realistic costs matrix.
- e. Use distance education and outreach to engage students and add value to the learning of all Idahoans.

ORGANIZATION, CULTURE AND CLIMATE GOAL: Create and sustain an energized community that enables the university to advance strategically and function efficiently.

Objective 1: Develop and sustain a positive work climate to enhance the quality of work life.

Strategies

- a. Develop a safe and welcoming environment characterized by trust and respect.
- b. Recruit and retain a diverse body of students, staff, and faculty.
- c. Align employees' position descriptions and reward structures with institutional priorities.
- d. Create formal and informal opportunities for students, staff, and faculty to learn about each other and explore opportunities for collaboration.

Objective 2: Develop and sustain an organizational structure, policies and procedures that enable the University to attain its other goals.

Strategies

- a. Advance an attitude of making choices and develop mechanisms for making investments: people, program, place and process.
- b. Reduce barriers and enhance rewards for interdisciplinary activities across the university in all of its locations.
- c. Employ best practices wherever possible to efficiently and effectively manage the people, places, and programs of the University.
- d. Develop accountability measures and employ them to assess our progress on strategic issues.
- e. Strengthen library capacity and collections.