



**University of Idaho**

**AGRICULTURAL  
RESEARCH & EXTENSION  
SERVICE**

**STRATEGIC PLAN**

**FY2016-2020**

**COLLEGE OF AGRICULTURAL AND LIFE SCIENCES**  
**Agricultural Research and Extension Service**  
**Strategic Plan**  
**2016-2020**

**MISSION STATEMENT**

The College of Agricultural and Life Sciences fulfills the intent and purpose of the land-grant mission and serves the food-industry, people and communities of Idaho and our nation:

- through identification of critical needs and development of creative solutions,
- through the discovery, application, and dissemination of science-based knowledge,
- by preparing individuals through education and life-long learning to become leaders and contributing members of society,
- by fostering the healthy populations as individuals and as a society,
- by supporting a vibrant economy, benefiting the individual, families and society as a whole.

**VALUES STATEMENT**

The College of Agricultural and Life Sciences values:

- excellence in creative discovery, instruction and outreach,
- open communication and innovation,
- individual and institutional accountability,
- integrity and ethical conduct,
- accomplishment through teamwork and partnership,
- responsiveness and flexibility,
- individual and institutional health and happiness.

**VISION STATEMENT**

We will be the recognized state-wide leader and innovator in meeting the state's current and future challenges to create healthy individuals, families and communities, and enhance sustainable food systems respected regionally and nationally through focused areas of excellence in teaching, research and outreach with extension serving as a critical knowledge bridge between the University of Idaho, College of Agricultural and Life Sciences, and the people of Idaho.

**Goals**

**Teaching and Learning:** Enable student success in a rapidly changing world through transformed teaching and learning.

**Objective:**

1. Increase the number of course offerings via distance learning.  
*Performance Measure:* Exploration of additional course offerings to meet students' curricular needs to support timely degree completion for on-campus and off-campus programs.  
*Benchmark:* 10% increase in distance course offerings from CALS

**Scholarly and Creative Activity:** Promote excellence in scholarship and creative activity to enhance life today and prepare us for tomorrow.

**Objectives:**

1. Increase grant submissions and awards from agencies, commissions, foundations, and private industry by all tenure and non-tenure track faculty, staff, and administration for scholarship and creative activities in research, extension, and teaching.  
*Performance Measure:* Number of grant proposals submitted per year, number of grant awards received per year, and amount of grant funding received per year  
*Benchmark:* Five percent increase per year in the number of grants submitted.
2. Increase grants awarded to faculty by hiring grant specialists to assist in identifying funding opportunities and grant writers to assist in proposal development  
*Performance Measures:* Availability and use of grant specialists and grant writers, number of grants identified by grant specialists and, number of grants submitted using the services of a grant writer  
*Benchmark:* Attain an average of \$20 million in extramural funding across research, extension, and teaching scholarship during the 2015-2017 time period
3. Allocate resources preferentially to defined college Programs of Distinction and departmental areas of excellence, and to emerging Programs of Distinction and areas of excellence  
*Performance Measures:* Funds or in-kind donations acquired through development, endowments, and collaborations with public and private organizations  
*Benchmark:* Attain \$45 million by 2016 as aligned with UI campaigns

4. Facilitate the formation of Programs of Distinction teams and other interdisciplinary teams to identify and address key research problems and opportunities  
*Performance Measures:* Number of interdisciplinary teams formed  
*Benchmark:* Formation of four or more interdisciplinary teams that will develop Programs of Distinction by July 2016
5. Provide competitive funding for planning and reward faculty participation in interdisciplinary programs by providing necessary incentives and training to improve competitiveness of center- or team-based grant proposals.  
*Performance Measures:* Number of competitive grant proposals submitted and awarded  
*Benchmark:* Be awarded 4 to 5 large, longer term competitive grants that are led by faculty by 2016

**Outreach and Engagement:** Meet society's critical needs by engaging in mutually beneficial partnerships.

1. Actively participate in identifying, developing, and implementing Programs of Distinction and areas of excellence.  
*Performance Measures:* Programs of Distinction identified, work plans created, and measures of effectiveness established for each Program of Distinction by 2016; measures assessed annually thereafter  
*Benchmark:* Twenty percent of faculty working effectively in Programs of Distinction and engaged with clientele and stakeholders
2. Redirect internal resources and recruit industry and agency funding for student internships and student service learning projects that support outreach and engagement in priority areas.  
*Performance Measures:* Amount of funding redirected and recruited annually; number of students engaged in internships and in service learning projects during their undergraduate or graduate programs  
*Benchmark:* By 2017, funding for internships and student projects doubled (2013 baseline); number of students involved in internships doubled (2013 baseline); and number of students involved in service learning projects doubled (2013 baseline)
3. Recognize faculty for outreach and engagement accomplishments as part of annual evaluation, promotion and tenure

*Performance Measures:* Unit administrators recognize, value, and reward significant outreach and engagement outcomes and impacts

*Benchmark:* Unit administrators can clearly communicate outcomes and impacts resulting from outreach and engagement accomplishments of their faculty

4. Expand the role of all advisory boards by utilizing the networking capabilities of advisory board members to enhance partnership development

*Performance Measures:* Partnerships developed through collaborative efforts with advisory board members, Development, and administration

*Benchmark:* Outreach and engagement programming enhanced through partnerships with key agencies, organizations, and foundations

5. Market outcomes of Programs of Distinction and areas of excellence through college publications, popular press articles, and presentations to decision makers and stakeholders.

*Performance Measures:* Number of articles featuring outcomes and impacts of Programs of Distinction and areas of excellence; number of major presentations featuring Programs of Distinction and areas of excellence outcomes and impacts

*Benchmark:* Outcomes of Programs of Distinction and areas of excellence have been documented and reported to stakeholders and decision makers by 2018

**Organization, Culture and Climate:** Be a purposeful, ethical, vibrant and open community.

1. Include an emphasis on diversity by providing multi-cultural events and training opportunities or by participating in University sponsored activities.

*Performance Measures:* Number of faculty and staff who complete a multi-cultural competency training in addition to increased faculty, staff, and student participation in multi-cultural events or UI sponsored activity.

*Benchmark:* Increased diversity awareness among faculty, staff, and students.

2. Seek private and public funding for scholarships to increase enrollment by underrepresented groups

*Performance Measures:* Amount of funding raised

*Benchmark:* Double the scholarships over 5 years.

3. Utilize established university policies and procedures to address problematic behaviors

*Performance Measures:* Number of reported incidences and investigations

*Benchmark:* Reduce the number of reported incidences and investigations relative to the average of the previous five years

4. Encourage faculty and staff participation in conflict resolution and/or management training offered by UI Professional Development & Learning office.

*Performance Measures:* Number of participants completing conflict resolution and/or management training

*Benchmarks:* 100% participation

#### **External Factors:**

**Loss of essential personnel:** Comparisons of salary and benefits with peer institutions continues to hamper our ability to hire and retain highly qualified individuals within the Agricultural Research and Extension Service.

**Cultivation of Partnerships:** We continue to cultivate partnerships to maintain the agricultural research and extension system. Although to date these efforts have been successful, these efforts are very time consuming and take many months to reach agreement and produce revenue streams to help maintain this system and meet our land grant mission.

**Statewide Infrastructure Needs:** Our ability to fund infrastructure maintenance and improvements to maintain our research intensive facilities remains limited. As mentioned in previous years, this clearly impacts our ability to obtain external grant funding and develop collaborative partnerships with state, federal, and private entities and other institutions.