



AGRICULTURAL  
RESEARCH &  
EXTENSION SERVICE  
STRATEGIC PLAN

**2012-2016**

**COLLEGE OF AGRICULTURAL AND LIFE SCIENCES**  
**Agricultural Research and Extension Service**  
**Strategic Plan**  
**2012-2016**

**MISSION STATEMENT**

The College of Agricultural and Life Sciences honors the intent and purpose of the original land-grant mission by serving the people of Idaho and our nation:

- 1) by preparing individuals through education and life-long learning to become leaders and contributing members of society,
- 2) through the discovery, application, and dissemination of science-based knowledge,
- 3) through identification of critical needs and development of creative solutions,
- 4) by fostering the health and well being of individuals, communities and society,
- 5) by supporting a vibrant economy, benefiting the individual, families and society as a whole.

**VALUES STATEMENT**

The College of Agricultural and Life Sciences values:

- 1) excellence in innovative discovery, instruction and outreach,
- 2) open communication,
- 3) individual and institutional accountability,
- 4) integrity and ethical conduct,
- 5) accomplishment through collegial teamwork and partnership,
- 6) responsiveness and flexibility,
- 7) individual and institutional health, success and productivity.

**VISION STATEMENT**

We are committed to being Idaho's recognized leader and innovator in agricultural and life sciences, respected regionally, nationally and internationally through focused areas of excellence in teaching, research and extension, serving as a critical knowledge bridge to society.

The College of Agricultural and Life Sciences' mission is to support economic growth and enhance the quality of life for the people of Idaho by:

- \* preparing students to be innovative leaders in a global society,
- \* educating and training a workforce, both graduate and post-graduate, to support the agricultural industry, Idaho's leading industry,
- \* helping people improve their lives through research-based education and leadership development focused on issues and needs, and
- \* providing new knowledge to support agriculture and enhance the understanding of natural and human resources.

## **Goals**

**Teaching and Learning:** Engage students in a transformational experience of discovery, understanding, and global citizenship.

### **Objective:**

1. Attract and retain the appropriate number of diverse, high quality undergraduate and graduate students.  
*Performance Measure:* The number and diversity of students enrolled in College of Agricultural and Life Sciences' academic programs.  
*Benchmark:* An annual increase in overall enrollment and diversity of enrollment.
2. Use innovative curricula and technology to develop skills for life-long learning and produce globally engaged graduates.  
*Performance Measure:* A broad audience of learners will acquire knowledge and skills appropriate to global awareness through means of cutting-edge technology.  
*Benchmark:* Number of new courses developed and delivered to both traditional and non-traditional learners via non-traditional means.
3. Assess learning outcomes to demonstrate effectiveness and improve our programs.  
*Performance Measure:* Develop and implement methods to independently evaluate and improve student learning.  
*Benchmark:* Implementation of evaluation methods and documentation of result.

**Scholarly and Creative Activity:** Achieve excellence in scholarship and creative activity through an institutional culture that values and promotes strong academic areas and interdisciplinary collaboration among them.

1. Promote outstanding, influential research in discovery and application/integration that is competitive with peer institutions.  
*Performance Measure:* Increased level of grants awarded for scientific discovery, application/integration.  
*Benchmark:* Increased number of licenses and patents.
2. Generate funding to replace traditional federal/state funds, such as earmarks or appropriations, by competitively derived grants through national entities, e.g., USDA-AFRI, NSF, NIH, etc.  
*Performance Measure:* Increased level of grant funding.  
*Benchmark:* Increased grant expenditures.

3. Provide undergraduates with opportunities to participate in scholarly and creative activity.  
*Performance Measure:* Students will participate in a variety of learning experiences that produce a scholarly product or notable impact to their overall UI education.  
*Benchmark:* Develop mechanisms for engaging students in scholarly and creative activity.
4. Foster partnerships with other state, public, and corporate entities to support the agricultural research enterprise for maintenance of current operations and personnel.  
*Performance Measure:* Cultivate partnerships with commodities, commissions and industry to produce ongoing funding agreements.  
*Benchmark:* Increased expenditures for maintenance of current operations and personnel from non-state and federal.
5. Address the needs of stakeholders by conducting research with regional, national and international impact and recognition.  
*Performance Measure:* Develop nationally recognized research programs that meet the identified needs of stakeholders/clientele.  
*Benchmark:* Number of scholarly products and programs delivered addressing identified stakeholder needs.

**Outreach and Engagement:** Engage with the public, private and non-profit sectors through mutually beneficial partnerships that enhance teaching, learning, discovery, and creativity.

1. Provide research-based education that anticipates and responds to high priority stakeholder needs.  
*Performance Measure:* Faculty will engage stakeholders in a variety of experiential and traditional learning opportunities that meet their educational and informational needs.  
*Benchmark:* Develop an assessment tool that provides faculty with reliable information regarding stakeholder needs.
2. Integrate teaching, research and extension using interdisciplinary teams to solve economic, environmental and social problems.  
*Performance Measure:* Funding support for interdisciplinary faculty positions.  
*Benchmark:* Number of interdisciplinary faculty positions among colleges.
3. Address the needs of Idaho's changing population including underserved audiences.  
*Performance Measure:* Development of programs that address the changing demographics and population needs of Idaho stakeholders.

*Benchmark:* Develop an assessment tool that provides faculty with reliable information regarding stakeholder needs.

4. Maintain a strong statewide presence by strategically locating personnel and resources.

*Performance Measure:* Place personnel and allocate resources in alignment with the College of Agricultural and Life Sciences strategic plan to meet the highest priority needs in a reduced base budget environment.

*Benchmark:* Number of college personnel located at Agricultural Research and Extension Centers throughout the state.

5. Engage students in addressing community based needs using Extension.

*Performance Measure:* Provide creative and innovative opportunity for students to engage in community based learning experiences of mutual benefit.

*Benchmark:* A methodology will be developed for engaging students in community based, experiential learning opportunities.

**Organization, Culture and Climate:** Create and sustain an energized community that is adaptable, dynamic, and vital to enable the University of Idaho to advance strategically and function efficiently.

1. Attract and retain highly qualified, diverse faculty, staff and students.

*Performance Measure:* Advertise for open positions in areas where we will attract a diverse faculty and staff.

*Benchmark:* Increased level of diversity within the ranks of College of Agricultural and Life Sciences faculty, staff and administration.

2. Demonstrate fairness in expectation, evaluation and compensation.

*Performance Measure:* Develop clear performance guidelines for faculty and staff.

*Benchmark:* College of Agricultural and Life Sciences units will clearly document expectations of performance based on rank and position descriptions.

3. Create and support an atmosphere of loyalty, trust, collegiality and inclusiveness.

*Performance Measure:* Quality of the work environment within College of Agricultural and Life Sciences will be measured by implementing a college-wide survey by Fall 2012.

*Benchmark:* Survey results will provide a baseline data against which quality of the work environment will be periodically measured.

4. Reduce academic, institutional and administrative barriers to achieve an efficient and creative workplace.

*Performance Measure:* Develop a taskforce to review current processes and procedures.

*Benchmark:* Taskforce makes recommendations to the college Dean by Spring 2012.

**External Factors:**

**Loss of essential personnel:** Due to significant budget reductions, it is difficult to hire and retain sufficient, qualified individuals to keep up with demands of the Agricultural Research and Extension Service programming throughout the state. Faculty and staff positions have been restructured and funding sources modified to the extent possible.

**Cultivation of Partnerships:** Much time has been spent in the past year cultivating partnerships to assist in maintaining the agricultural research and extension system. Although these efforts have been successful, it should be noted that 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.