

2022-2025 STRATEGIC PLAN

VISION STATEMENT

The College of Idaho is an inclusive community of exceptional learning that challenges the ambitious and forges pathways to success and purpose.

MISSION STATEMENT

The College of Idaho, a private, residential liberal arts college, prepares students to lead productive and fulfilling lives. We are committed to an innovative, individualized curriculum in liberal arts and professional studies, building community, and exercising stewardship.

OBJECTIVE ONE – ENSURE THE COLLEGE OF IDAHO LEGACY FOR FUTURE GENERATIONS THROUGH FINANCIAL SUSTAINABILITY & BRAND AWARENESS

Goal One – To preserve and continue to grow the endowment by maintaining the endowment draw to 5% or less and maintaining a balanced budget that operates within prudent financial limits

1. Grow overall student enrollment to 1,250
 - a. Grow annual incoming class to 375 per year
 - b. Study the cost-benefit status of existing undergraduate academic programs, graduate programs, and athletic programs and explore the possibility of program additions
 - c. Increase the first to second year retention percentage to 85%
 - d. Improve 4-year graduation rate to 60% and 6-year graduation rate to 70%
 - e. Continue to ensure a strong emphasis on recruiting Idaho students as well as developing a strategic blend of domestic and international students
 - f. Evaluate the benefits and viability of becoming a Hispanic-Serving Institution (HSI)
2. Execute a \$150 million Comprehensive Campaign
 - a. Focus gifts toward funding or endowing existing positions, programs, scholarships, and other expenditures
 - b. Obtain at least 5 fully-endowed positions/chairs
 - c. Complete at least 100 vision tours
3. Increase our budget-relieving fundraising to \$3.5M per year and create better efficiency in fundraising efforts through the following initiatives: Annual Give Day; Annual Athletic Give Day; Go Purple; and Scholarship Gala
4. Evaluate the College's historical IPEDS data for spending trends, manage liquidity, and manage operational expenditures to grow in line with fluctuations in enrollment and new programs
5. Complete an evaluation of existing debt structure and determine the appropriate amount of leverage for the College and whether to refinance the debt over a longer period of time

Goal Two – To execute effective stewardship of the physical and information resources of the College

1. Complete an updated campus-wide Master Plan by the end of the 2022-2023 academic year, including a plan for:
 - a. Assessing the condition and utilization of student housing, classrooms, athletic facilities, and parking
 - b. Matching physical resources to enrollment growth and program changes
 - c. Re-purposing Terteling Library
 - d. Securing capital gifts as part of the Comprehensive Campaign
2. Complete a plan by the end of the 2022-2023 academic year to protect information resources and utilizing technology effectively and efficiently
3. Continue to assess the benefits of educational collections (e.g. Art, Archives, Natural History, Gems & Mineral, Herbarium, Planetarium) relative to the educational mission

Goal Three – To strengthen our brand awareness locally and nationally

1. Continue to strengthen the College's identity in Idaho (e.g. reduce confusion with CWI, CSI, U of I, etc.) and adopt purple as a distinctive branding characteristic of the College
2. Continue to market a compelling story that distinguishes the College from our peers and aspirational institutions, including leveraging the College's PEAK Curriculum as a key branding vehicle
3. Increase the visibility of the College's faculty/staff by encouraging community engagement and leveraging subject-matter expertise in public forums and with media locally and nationally

OBJECTIVE TWO – PROMOTE A COMMUNITY OF ACADEMIC EXCELLENCE

Goal One – To build a community emphasis on excellent academic quality and the effective integration of co-curricular programming with academic pursuits

1. Continue to actively recruit well-fitted, high potential, academically qualified students from across traditionally successful student populations in Idaho and beyond
2. Continue to engage in a culture of scholar-athletics on campus
3. Develop strategies to sustain the mental health and wellness of our student population
4. Continue to develop and grow our Honors program
5. Continue to improve our overall first-year experience, strategically blending curricular and co-curricular programs
6. Continue to build greater consistency in the use of assessment practices and data to inform continuous improvement across the institution

Goal Two – To initiate and expand student engagement in high impact educational practices

1. Refine the Professional Foundations & Enhancement PEAK to (i) unify the First-Year Seminar curriculum; (ii) infuse writing throughout the curriculum; (iii) implement capstone courses for all majors; and (iv) foreground experiential learning and professionalism in the curriculum
2. Expand opportunities and new sources of funding for student engagement in internships, off-campus programs, community-based/service learning, collaborative research, and other experiential learning high impact practices
3. Design and implement measures to identify and cultivate students for competitive national academic awards and programs, e.g. Truman, Rhodes, Marshall, Goldwater, NSF and other scholarships and fellowships

Goal Three – To recruit and retain high-quality and diverse tenure-track faculty and practicing professionals who demonstrate teaching excellence, engagement with students, and a commitment to service

1. Continue to prioritize hiring tenure-track faculty
2. Establish processes to identify, develop, and celebrate instructional excellence in the classroom, laboratory, and field
3. Provide a structured faculty mentorship program
4. Enhance opportunities and support for professional development and a faculty research support program focused particularly on benefits to student learning in classrooms and beyond

OBJECTIVE THREE – CULTIVATE COMMUNITY & INSTITUTIONAL RELATIONSHIPS

Goal One – To enhance community, inclusion, and diversity on campus

1. Manifest and prioritize our representation, inclusion, and equity values
2. Enhance community events to create opportunities for diverse constituencies to gather informally several times per year in full campus and constituency-focused activities
3. Continue to increase student/faculty interaction beyond the classroom, laboratory, and academic spaces
4. Continue to nurture relationships with alumni, Caldwell, and surrounding communities to foster both inclusion on campus and connection to our broader community

Goal Two – To recruit and retain high-quality and diverse employees and ensure competitive compensation and adequate staffing levels

1. In collaboration with the Board of Trustees, develop a plan to ensure competitive compensation levels for faculty and staff. Representative regional/local benchmarks will serve to ensure wages are competitive for the industry and the community.
2. Explore non-compensation-related options that enhance the employee experience (e.g. flexible work hours, hybrid work environments, etc.)
3. Establish a Leadership Development Program to train and retain future leaders within existing staff and faculty