

# STATE OF THE UNIVERSITY 2018

President Chuck Staben | Sept. 25, 2018

## INTRODUCTION



Welcome to our annual State of the University address. That video captures some of the energy and real accomplishments from just the past year at our great public research university. It tries to also convey who we are as members of this institution.

We are courageous, we are passionate. We are curious, and we are intelligent. We're a caring community, united by a commitment to explore ideas, treat each other well, and live up to our potential. We are Vandals, and we are a Vandal family.

My personal goal is to best position U of I for success. This is the last year of my presidency, as you no doubt know. To that end, it's critical to remind each other about what our mission is. We are Idaho's premier research university – we have a unique charge to produce and disseminate knowledge at the leading edge of critical disciplines.

We have a mission to provide the best education possible to students who want an opportunity to learn, grow, and succeed. We have a mission to connect with our state's citizens to promote healthy and prosperous communities.

No other institution is asked to do so much, for so many, across our state, and for the world. We've lived up to that responsibility for nearly 130 years, and we should be excited and honored about each of our roles in that success. We get to contribute to something greater than ourselves. That has meant a great deal to me; I know it means a lot to you.

This afternoon I want to celebrate some of the success we've had across our mission over the past year. I want to be upfront about challenges our institution is facing, and give you an idea of how we will take on those challenges.

I want to describe how our institution is well-positioned to succeed over the coming year – excelling in teaching and learning, leading the way in research and scholarship, and resolving issues facing our organization so that we can continue to excel.

We have a breadth & depth of leadership at this university that should offer us all confidence – from our Provost and Cabinet, throughout the university. Our faculty are leaders, too – you are a key part of the stability and continuity in our engagement with students and with your scholarship.

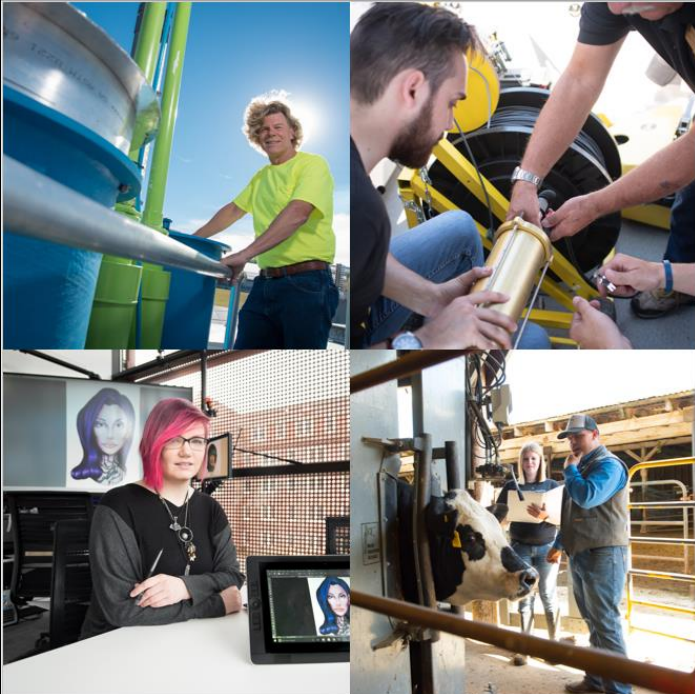
We have new leadership: Thank you and congratulations to those who have stepped up to leadership:

- Jerry Long steps in as term dean for our College of Law. Jerry has been a law professor at U of I since 2007.
- Dennis Becker is our interim dean for the college of Natural Resources. Dennis earned a doctorate at U of I in 2002 and returned in 2015
- Sean Quinlan is our interim dean in CLASS. Previously our history department chair, Sean has been a Vandal since 2001.
- Ben Hunter is our interim dean at the Library. Hunter has been with our U of I Library since 2006 and was previously associate dean.
- Shauna Corry is our interim Dean for the College of Art and Architecture. She has been with the University of Idaho since 2001.
- Pete Isakson is our interim director of Athletics. Pete has been a steady hand during a time of transition; he is in his second stint as a Vandal after a long leadership career in the administration at WSU.
- Torrey Lawrence is our new Vice Provost for Faculty. Torrey joined our faculty in 1998 and has previously been Director of the School of Music and Associate Dean for Undergraduate Studies.
- We also welcome Lee Ostrom to his new role as interim Idaho Falls center CEO. Lee has been with U of I for many years, and recently earned a Fulbright award.

This is an important year; we have some uncertainty.

But in an uncertain year, more than ever, we need to be clear about our mission, and we need to rely on our leadership strengths across the university.

## STRATEGIC PLAN



**STRATEGIC PLAN**  
POSITIONED FOR CONTINUED SUCCESS

- Continuing commitment to goals
- Using Strategic Plan for planning, initiatives, allocations
- Making notable progress across areas
- Focusing on high priorities – student success
- Eating the elephant ... one bite at a time

I continue to believe in our Strategic Plan. I know there have been discussions among the broader leadership group at the university – the deans and unit heads and other administration – about our Strategic Plan. *Are the goals realistic? Should we recalibrate? What about the upcoming transition in the presidency?*

Let me be clear: Our goals are the right ones for U of I – they are what we should do for Idaho. We are the University of *Idaho*. We'll continue to base our planning on the Strategic Plan, from central initiatives, to college and unit planning, to resource allocation. This has been and will continue to be the framework for U of I excellence.

Our state needs us to lead in research – we are in many ways a young state, a growing state, and a sprawling state.

We are also a state with low rates of college-going. The numbers speak for themselves – Idaho needs to produce 50 percent more citizens with a high-quality education. Our university is the one whose mission suits us to lead that.

In some areas, we are making progress. In other areas, we may want to adjust our tactics to make the progress we need to achieve. Our Strategic Plan represents how we can accomplish our mission, as well as how we can resource those achievements. The plan was a university-wide effort and will require university-wide commitment in order to succeed.

Moving into the year ahead, a time of transition, I think it's important that we focus on our highest priorities – students. It makes sense for that focus to be especially concentrated on student recruitment and student success.

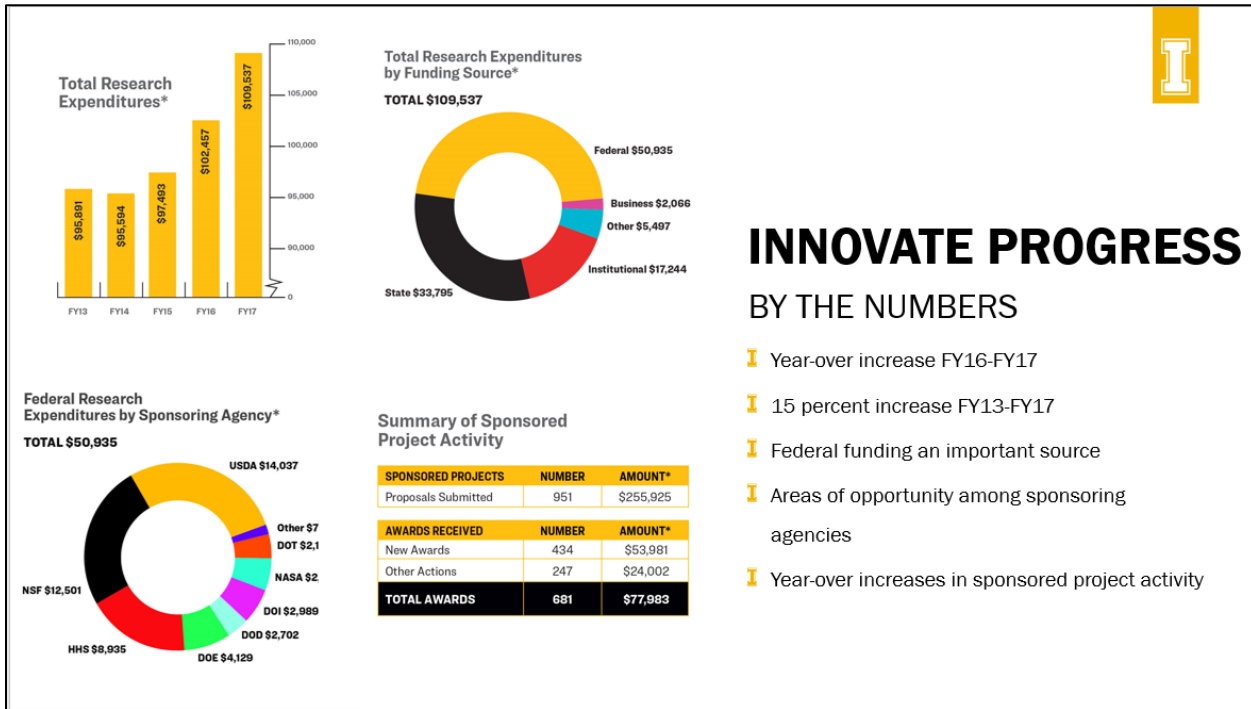
However, we made notable progress across our Strategic Plan. With students foregrounded, let's continue to succeed across our endeavors.

How do we make that progress, when it seems tough? When faced with uncertainty? I think there is useful wisdom in the old adage about how to eat an elephant. This is an aphorism with many possible origins, but I first came across it when I moved to California and watched a woman named Beverly Johnson solo summit El Capitan.

As she ascended, the assembled TV and radio cameras asked her how she did it. "How do you eat an elephant?" she asked. "One bite at a time! "

So: We'll keep the big picture in mind. We'll continue to work comprehensively. But we have bite-size pieces at the ready. Let's take them on.

# INNOVATE PROGRESS



Our Strategic Plan asks us to “innovate”: to generate scholarly and creative work with impact.



We’ve had a highly successful year. One way to measure that – not the only way – is via research expenditures.

Our Research expenditures are up – a high of \$109.5 million for FY17. You can see some details on this slide. We anticipate this total will be even higher for FY18.

We’ve also increased our number of proposals submitted and our total new awards received.

We’ve increased our invention disclosures and patent applications. This progress reflects focused and strategic effort, and I appreciate that hard work of so many faculty researchers and staff members.

## INNOVATE

<h3>INNOVATE</h3> <h4>RESEARCH &amp; SCHOLARSHIP WITH IMPACT</h4> <ul style="list-style-type: none"><li>Increasing annual research expenditures</li><li>Teaching Assistantship compensation change</li><li>Faculty excellence includes research, teaching and service</li></ul>	<h4>RESEARCH &amp; SCHOLARSHIP</h4> <ul style="list-style-type: none"><li>\$20 million EPSCoR grant from NSF focused on trout genetics, sagebrush</li><li>\$1.28 million in USDA grants for rangeland research</li><li>\$5 million NIH grants for multiple projects: antibiotic resistance, vaccines, malaria</li><li>Scholarship &amp; creative activity: archaeology, humanities, music, etc.</li></ul>	
	<h4>FACULTY EXCELLENCE</h4> <ul style="list-style-type: none"><li>NSF Career Awards: Christine Parent, Eric <a href="#">Mittelstaedt</a></li><li>George Barley Water Prize finalist &amp; American Academy of Inventors: Greg Moller</li><li>American Association for the Advancement of Science: Lisette Waits</li><li>Fulbright Specialist Award: Lee <a href="#">Ostrom</a></li></ul>	

Our faculty researchers and scholars have contributed to this milestone with work that really matters for our state and for our world.

Last week, the University of Idaho earned a shared, \$20 million award from the National Science Foundation (NSF) to support EPSCoR research. This EPSCoR award is significant not just for the impressive dollar amount, but for the impact the work will have for our state.

Our Rangeland Research efforts recently earned \$1.28 million in USDA grants to understand grazing patterns on large rangeland landscapes, as well as improve a land information system. 65 percent of Idaho is rangeland, so we literally have a lot of ground to cover with research in this area.

In June, we celebrated the naming of the “Rinker Rock Creek Ranch” in honor of Harry Rinker and the Rinker family, whose support will allow the university to purchase the 10,400-acre unique research, education and outreach facility, currently owned in partnership with the Wood River Land Trust and The Nature Conservancy. Research and engagement activities at the ranch have already begun.

In other notable work, University of Idaho researchers are answering questions that could help slow the spread of antibiotic drug resistance, develop techniques to produce vaccines more quickly, and help with treatment of malaria thanks to three federal grants from the National Institutes of Health (NIH). The three awards to Eva Top, Craig Miller and Holly Wichman in the College of Science and Shirley Luckhart in the colleges of Science and Agricultural and Life Sciences, total nearly \$5 million to support multiyear studies aimed at improving disease treatment. This work addresses some of the world’s great health challenges – *congratulations* to all those researchers.

Other exciting research and scholarship includes: A \$750,000 Department of Energy grant to Tara Hudiberg toward biofuel sustainability, as well as Nuclear Energy University Programs DOE grants to Richard Christensen and Krishnan Raja.

In the humanities and social sciences, we have no shortage of exciting work, everything from searching for lost manuscripts of Walt Whitman, to exploring the work of Johann Sebastian Bach on a special five-string cello, to uncovering the history of Idaho through archaeology.

I'm proud of how our Short and Sweet talks, sponsored by the Office of Research and Economic Development, celebrate this work in our academic community.

This past year, as part of the market-based compensation strategy, we were able to adjust our Teaching Assistantship compensation issues. We'll be better able to recruit outstanding graduate students throughout the university and drive success that way.

We've had a great year and have much to celebrate in terms of faculty recognition. Congratulations to our faculty, including but not limited to those seen here on the slide.

- NSF CAREER Awards: Christine Parent, Eric Mittelstaedt
- George Barley Water Prize & American Academy of Inventors: Greg Moller
- American Association for the advancement of Science & Jean'ne M. Shreeve Award: Lisette Waits
- Fulbright Specialist Award: Lee Ostrom

I was asked a question recently, at our fall faculty meeting, about recruitment. What is the role of faculty?

Get involved. Participate in UldahoBound and other recruitment events. Keep your door open to prospective students and parents.

Just as importantly, do your best work. Students may not be able to define a "research university," but they are certainly drawn to a general understanding of the prestige of the University of Idaho. Our reputation is in good shape in that regard. Your research and your scholarship builds that excellence.

Thirdly, support and educate the students here – in the classroom, and informally. The success of our graduates, the experiences of our students, are our best recruitment advantage.

## ENGAGE

### ENGAGE

#### OUTREACH THAT INSPIRES

- Continuing to improve Idaho's college-going culture: Direct Admissions, Apply Idaho, Durable Admissions, recruiting efforts
- Connecting with secondary students through U of I networks
- Engaging with communities on critical topics

*"I am walking away from this class knowing who I am as an individual, my core values and what really makes me tick. It has made me a stronger student and a stronger person. I discovered that I am a leader, courageous and bold. Fear no longer controls my decisions. I have a new sense of self through this season of growth!"*

~ Jessica, "Discover U" participant, high school student



As a university, we need to continue to improve Idaho's college-going culture.

Direct Admissions implementation is now in our third fall. U of I was partnered with the State Board on this program. The board recently received the inaugural Exceptional Agency Award by The State Higher Education Executive Officers Association, recognizing leadership, dedication and innovation in state higher education policy and administration.

The Apply Idaho common application further streamlines the pathway to college – it also reduced application processing costs to \$0 for all Idaho schools, following the University of Idaho's lead in eliminating application fees for Idaho residents.

We have to keep our door open to as many students as possible. Practical, common-sense admissions policies facilitate those ideals.

Many well-qualified students who can succeed at U of I take time off before entering college. So: *Durable Admissions* is rolling out this fall.

Admitted students sometimes defer enrollment for one or more years, and re-applying after time off can be a hurdle that sours students on attending, hurting the students and U of I. This represents a change in policy – from one year to four years deferred admission. Students can return from missions, military service, gap years, etc., and be confident that they have a place at U of I.

We have to work together to make our recruitment as successful as possible. The state board is planning to incentivize positive student outcomes via their Outcomes Based Funding model, which rewards degrees/certificates in undergraduate and graduate programs. The technical committee is



still developing the model and the devil is in the details. It's important that the state appropriate money to allocate, and critical that U of I share in any appropriate funds.

Let me give you two more Engage highlights.

First, the Caminos al Futuro project, an outcome of our VIP: Engage program, tests an approach to improving postsecondary readiness with 40 Idaho Hispanic eighth- through 12th-graders in Jerome. During the project, existing U of I services will be integrated and enhanced for delivery to students and families.

I visited Jerome recently. I was struck by the dedication of our staff, the passion of Jerome High and U of I alumna Michelle Aragon, who was our Convocation speaker this fall, and, frankly, the naiveté of the students and their need for guidance and support. The Latino population in Idaho is certainly underrepresented in college-going.

The Caminos al Futuro project is a laudable project to understand the context for college-going decisions, provide meaningful support and resources for Jerome students, and offer avenues and a model for scaling up our practices.

Fortunately, the project is going to be sustained with a USDA NIFA Children Youth and Families at Risk (CYFAR) grant award – five years, \$548,000.

Kudos to Yolanda Bisbee, Jim Lindstrom, and Barbara Petty for their work building and funding that program – and a great example of capitalizing on our statewide extension and 4H infrastructure to change people's lives.

I want to also mention Project ECHO.


This innovative program grows out of our Idaho WWAMI program, which has experienced great success over the past four years with a doubled cadre, curricula changes, and new facilities in Moscow.

Project ECHO is a community health project that, in its first iteration, addresses opioid addiction, a major problem in our state and nation, especially where it meets the healthcare deficit in rural communities

I participated in a session two weeks ago where physicians shared strategies via telemedicine with doctors in rural Shoshone and Clearwater counties about naloxone use and other addiction resources.

The participants found it very useful. Project ECHO just received a grant to support behavioral health – we're excited about that progress and our impact through this WWAMI program. And I want to thank Jeff Seegmiller for his role in that work.

## TRANSFORM

<h1>TRANSFORM</h1> <h2>LIFE-CHANGING EDUCATION &amp; EXPERIENCES</h2> <ul style="list-style-type: none"><li>Assessing impact of enrollment</li><li>Funding excellence through donor impact</li><li>Looking ahead to Vandal Ideas Project: Transform proposals</li><li>Focusing on student success – retention, progression, graduation, careers</li></ul>	<p><b>DISTINGUISHED AWARDS</b></p> <p><u>INL Graduate Fellows</u> Stephen Hancock, Emma Redfoot</p> <p><u>NSF Graduate Research Fellowship</u> J. Tyrell Styhl</p> <p><u>Arnold &amp; Mabel Beckman Scholars</u> Alexandra Flores, Lee Ann Hold</p> <p><u>Academic All-American, First Team</u> Jacob Sannon</p>	<p><u>David L. Boren Scholar</u> Ian Hahn</p> <p><u>Benjamin A. Gilman Scholars</u> Estefania Cervantes, Cole Keehner, Alexandria Campbell, Storm Jansson, Terrun Zolman, Jamie Waters.</p> <p><u>Critical Language Scholarship</u> Alonso Arteaga</p> <p><u>Rhodes Scholarship (Finalist)</u> Zachary Lien</p> 
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Our Transform goal calls for us to continue to succeed in offering life-changing education.

I want to be candid: Our Enrollment is down slightly, and that impacts both finances and mission. We had been counting on growing enrollment. We'll have an ongoing and transparent discussion on our finances throughout the year led by Vice President for Finance Brian Foisy.

Bringing more students to college is driven in part by financial aid and scholarships. We had another record year for Advancement in FY18 – a second consecutive annual record, actually. We had 10,437 donors gave over \$42,666,652 to support aspiring and current students, outstanding research, critical academic programs, and facilities.

This year we will see Vandal Ideas Project: Transform kicked off by Cher Hendricks and Ginger Carney. We have 12,000 smart people on our campus and throughout the state, and we need continue to leverage our own excellence.

I think these projects energize our community and we've seen productive projects come from these initiatives. Not every project will be successful, but many are. It is critical that all of us contribute creatively.

This year especially, student success is our focus. Our first-to-second year retention improved last fall to 82 percent. That improvement is welcome, but as a reminder, second year success is not really the goal – progression and graduation is the goal. 80 percent of students who make it to their second year should graduate – our six-year rate should be about 65 percent, not fluctuating between 56 and 58 percent.

The VandalStar rollout this fall ensures we'll have a better focus our resources on students, not just in one classroom, but for the whole student across all their experiences at this university. Frankly, this will require a culture change. We need faculty to participate, by entering timely grade information, for example.

Our undergraduate research office is continuing to produce excellent result and engage students in high-impact projects – these experiences benefit retention, progression and career outcomes.

Projects over more than one semester are critical – these are the high-impact experiences that make a difference for students, as Undergraduate Research director David Pfeiffer will surely tell you.

Mentorship is critical – to students this is an element that leads to an engaged personal and professional life, and is one of the outstanding features of a great undergraduate education.

Now, on the slide, you can see some of the students who have achieved distinguished awards this year. Many of those students are from right here in Idaho. They come to their state's great university and have a transformative experience.

I'd also point out that our student-athletes have had a remarkable year in the classroom. The Athletics department achieved a U of I record 3.24 GPA last spring. Last year 13 of 16 teams achieved a 3.0. We improved our APR and our GPR. We even graduated U of I's third first-team academic All-American in our history, Jacob Sannon.

Let's stay focused on ensuring great career outcomes. The PayScale College Salary Report results show – as you saw in the video – that Vandal graduates lead all others in Idaho in terms of early and mid-career pay. We can build on that success.

The Fenway Group partnership brings a new employer to U of I and the region and another career-building option for students. Dean Marc Chopin helped originate this program.

Students get income, real-world experience, and mentorship, and networking. We've had strong growth of the program from spring 2018 to 18 student employees fall 2018 – we hope to grow again to more than 100 students soon.

In the words of one senior in the program, "I think the Fenway Group experience is going to mean a lot of for my future," he said. "It's going to show that I have experience with development and with the business side of the profession. You don't have to come in knowing everything. Someone's helping you and guiding you through the process instead of just giving you instructions and telling you to go."

That captures a lot of what we do at the University of Idaho – offer a valuable experience through a caring community.

And, as important as jobs and careers are, I want to remind you that our mission is always the preparation of the whole person, of *citizens* – as it says at the Admin building entrance, “for the training of her future citizens.”

Let’s never lose sight of the role we have sustaining American democracy and Idaho.

## CULTIVATE



## CULTIVATE

### A VALUED AND DIVERSE COMMUNITY

- Making strides on market-based compensation
- Countering the trend on international enrollment
- Updating a diversity plan and identifying concrete objectives
- Enhancing a safe campus with a Student Safety and Wellness Task Force and proactive programs

Our last goal is to Cultivate –to foster a valued and diverse community.

U of I has made progress on market-based compensation and will continue to do so. Over the past year we've advanced from 88 percent to 94 percent of target salaries for staff and 95 percent to 97 percent for faculty members.

We're also committed to transparency – University Budget and Finance Committee decisions will be forthcoming soon. That process has guided some of our allocations last year and will continue to do so in the coming year.

We also have a challenge in our Athletics budget. I've been clear that we have a \$750,000 deficit in the just past fiscal year and can expect over \$1 million this year. We're trying to resolve that in a positive way. But it will take time, and it may take some sacrifice and no small amount of different thinking.

We have resolved, for now, the Athletics leadership question, with Pete Isakson taking on the interim role. As I've said, we can trust his leadership for the department and for our student-athletes. And by the way, football ticket sales are up this year. Our donations to Athletics are up this year.

Pete is also very committed to being involved with our university community, having his student-athletes do the same, and exemplifying leadership and Vandal values.

Last fall we bucked the national trend in international enrollment with an increase. Our Global Student Success Center is an important component in what is a multilayered effort, supporting our international students.

We're a global-facing university, and we want to offer a great experience for international students. That enriches the experience of all students and also contributes to our scholarship enterprise.

Also in the area of diversity, led by Yolanda Bisbee, we are fine-tuning a longstanding diversity plan.

Generating a community of inclusion and respect is not a responsibility of the diversity office alone. I'll be asking each college or unit to identify a concrete objective in that plan for this year.

An example is Engineering has recognized a need to include more women in the profession – kicked off with a symposium in Boise this month.

We also need to promote our safety and security efforts – Blaine Eckles and Celeste Keller, a parent, are co-chairs of a Student Safety and Wellness Task Force that will enhance what has already been recognized as one of the nation's safest campuses. U of I was recently designated No. 17 among the nation's safest college towns, according to the website Safewise.

This spring we had to sort through some real challenges in respect to Title IX issues, centering on our Athletics department. These are complicated issues touching upon student privacy and personnel decisions; we have to err on the side of being circumspect.

But what is not complicated is understanding our responsibility to students and all members of our community.

I appreciate the voice of our students, faculty and staff as we build a stronger U of I. A number of initiatives help us succeed in this area:

- our Think About It freshman orientation course;
- Title IX trainings for our faculty and staff members;
- and our Green Dot training – the Cabinet took a three-hour Green Dot training, and it reinforced some perspectives and also taught us new things.

We can all be active participants in this area. We must appreciate how U of I is and will be a place of safety and respect. We are and will be a place of inclusion and welcome. We are and will be a place of diversity and shared purpose.

I look forward to seeing that work continue.

## FACILITIES: BUILDING OUR FUTURE



## **FACILITIES**

### **BUILDING OUR FUTURE**

- I** ARI Aquatic Animal Research Facility
- I** Idaho WWAMI Laboratories and Classroom Space
- I** Idaho Center for Agriculture, Food and the Environment
- I** Nancy M. Cummings RE&E Center / Rinker Rock Creek Ranch
- I** Library 2<sup>nd</sup>-floor renovations / Vandal Success Center
- I** University House progress
- I** Idaho Central Credit Union Arena

A premier research facility necessitates great facilities in which to teach, conduct scholarship, and support all the functions of our institution. A number of exciting projects are either completed or moving ahead:

Our new aquaculture facility, opening this fall in Moscow, provides a critical facility for our world-class aquaculture program.

We've opened our WWAMI and anatomy lab in downtown Moscow and are renovating space for our students. We've doubled that program in size, and students are now on campus for two years. The new space is critical for what we proudly hail as Idaho's public medical school.

We have a new plan for CAFE and we continue to seek support from industry and the state to add to the \$10 million already appropriated for this important project.

Improvements at the Cummings Center – a new classroom facility – and at the Rinker Rock Creek Ranch will help us support Idaho's beef cattle industry in an environmentally sustainable way.

University House, to be completed Spring 2019, will help us recruit a new president. We anticipate open houses for faculty, staff, students and our community in spring – this is a house for the University of Idaho, not just one person.

Our Library renovations – the second floor was renovated this year – and Vandal Success Center are hubs for student success.

The proposed ICCU Arena fulfills a longstanding need for a standalone facility to support student-athletes success with dedicated practice and competition space. We've raised more than \$38 million, including the \$10 million naming rights gift from ICCU, and we'll break ground on this unique, wood-engineered design in spring 2019.



## CONCLUSION



LET'S COME BACK TO *WHY*...

I've told you what's happened at U of I over the past year, and discussed things we need to do. But where we need to conclude is reminding ourselves *WHY* these things are important to us.

The last four years have been incredible for me. I've been able to serve students, and to make a difference in people's lives. Personally, I have treasured this opportunity.

You have those same opportunities. Elevate your sights to what you can do for others. Each day can take a student, or an idea, or a passion, to new places. Each day has the potential for you to contribute something special to something greater.

Higher education transforms lives. Transforms societies. We have a responsibility to generate knowledge and disseminate knowledge. We have the privilege to be leaders in Idaho, for Idaho.

This calling each of us has taken on is, in the words of Simon Sinek, a long game. An infinite game – not a finite one.

You don't graduate a student and call it a day. You don't win a grant and cash in your chips. You don't publish a paper and call the work finished. You know this – I know you do. But I am reminded of it daily, and I think it's important that we keep that perspective at the forefront.

We have to take on and complete finite steps. But keep your eyes on the infinite game – the long game – and our *just cause*. And we have one – it's as simple as the words in our land-grant

mission: Shape the future through innovative thinking, community engagement, and transformative education.

Let's continue to live up to the land-grant ideals, the promises made by Justin Smith Morrill and Abraham Lincoln.

Lincoln once said, as you see on the slide: *"Upon the subject of education ... I can only say that I view it as the most important subject which we as a people can be engaged in."*

We're all here because we believe those words to be true. And to go back to a story from earlier, we know that our El Capitan is being a great research university, in all that means to our public and our students.

So with Beverly Johnson's advice in mind, which bite of the elephant will YOU take this year?

Thank you, let's have a great year, and GO VANDALS!