

President Chuck Staben  
Presentation to the Joint Finance and Appropriations Committee  
January 27, 2016

“Investing in Idaho’s Future”

Madame Chair, co-chair and members of the committee: Thanks for the privilege of presenting to you today.

I have with me my Vice Presidents; Joe Stegner, our Legislative Assistant; Max Cowan, president of the Associated Students of the University of Idaho; and Brian Keenan, who will assist with the presentation.

Today I will update you on initiatives at UI, focusing on our present budget priorities, many of which center on college access and affordability.

MISSION

I do want to remind you that UI has a complex mission.

We are the state’s only land-grant university, one of 72 nationwide, uniquely charged to provide education, research and outreach throughout the state.

That is a responsibility that shapes everything we do at the University of Idaho.

Educating students is at the heart of that mission.

This year the University is conducting a Strategic Planning exercise, led by Provost and Executive Vice President John Wiencek.

The Strategic Plan focuses on our next 10 years while providing yearly and three-year waypoints.

We stress in that plan and in all our conversations that UI has and will provide Transformative Education – transformative for the life of an individual student but also transformative for Idaho.

We will seek to serve all qualified students. They will find unparalleled opportunities for leadership and for service. These students will be taught by faculty at the leading edge of their disciplines.

We also emphasize not just research for research’s sake, but Ideas that Matter.

As a land-grant institution, we drive innovation and discovery in agriculture, in natural resources, in engineering, and other areas of excellence.

These are ideas that matter to our faculty and to our students, who gain hands-on experience with meaningful work.

Importantly, the exploration of ideas that matter through education, through research, through industry partnership and more can have a positive effect on the state of Idaho.

### UI AT A GLANCE

You can read these bullets for yourself – I want to emphasize a few important aspects of the University of Idaho.

We serve a broad cross-section of Idaho’s students.

39 percent of our students are Pell-eligible, meaning they come from families with significant financial need.

Those students find success at UI. *Our graduation rates are the highest in the state among public institutions.*

Another important metric is our first- to second-year retention. Eighty percent of our students have successful first years and return – also a leading outcome in the state.

Of course, as you will see, we can improve retention and graduation by investing in targeted programs.

The University of Idaho also contributes to the world through innovation and discovery.

We are the unequivocal leader in research in our state, and a top institution in the region. The university’s annual \$100 million in research expenditures is twice the total of all other state universities combined.

I will explain this research impact in more depth later in the presentation.

As the next slide will show, UI is also a statewide leader, driven in large part by our Extension network that stretches from North to South and East to West.

### IDAHO IS OUR CAMPUS

Idaho is our campus. We have facilities in 42 of 44 counties, and serve the remaining two counties through facilities in adjoining counties.

We were able to use this network this fall for our Enroll Idaho events at essentially every site.

Those facilities are centers for undergraduate and advanced education, for research, for industry partnership, and for 4-H programs that foster youth development and for our other Agricultural Research and Extension programs.

### STATEWIDE ECONOMIC IMPACT

As I've said, a transformative education is central to the UI mission. That experience pays off with a significant impact for students.

The Federal Reserve and this EMSI data report show students enjoy a wage differential of nearly \$1 million per graduate courtesy of a UI degree.

That's a \$3.30 return for every \$1 invested in an education.

Gallup polling clearly indicates that graduates with good jobs are healthier, more engaged citizens, so they enjoy intangible benefits in addition to financial ones.

### IMPACT FOR SOCIETY

Idaho taxpayers also see a great return from UI.

The direct monetary return of \$2.40 for every \$1 the state invests results in an 8.2 percent annual return.

They also receive benefits from UI's promotion of entrepreneurship, from less crime, from more employment, and from the promotion of better health.

The combined impact of that societal investment is \$4.60 per dollar that the state invests.

These are returns any investor would love. They are returns our society can be proud of.

A great research university is not an expense it is an investment; it is not a luxury, it is a necessity.

### TRANSFORMATIVE EDUCATION

I want to return to transformative education and just share with you some of the highlights of the University of Idaho.

This year, UI had the most National Merit Scholars in its freshman class among Pacific Northwest universities. That group of institutions includes the University of Washington.

The number of National Merit Scholars is a widely used measure of academic excellence, it is an indicator that the quality of the educational experience attracts the best and brightest to the University of Idaho.

We are routinely on the United States President's Honor Roll for Community Service. Pictured here are students volunteering in Peru on an Alternative Service Break program.

Hands-on activities in Idaho and across the world bring meaning to the classroom work of our students.

We have mentioned return on investment for students – according to the 2015-2016 PayScale College Salary Report, our students have the highest beginning and midcareer earnings among graduates of any Idaho institution, public or private.

Good jobs also bring more tax revenues and greater prosperity to Idaho.

Some of those graduates, and many from across the world, go on to advanced degrees. They find UI the place to pursue their academic dreams – the University of Idaho produces the most doctoral degrees in Idaho.

### COLLEGE SCORECARD

I find college ratings confusing, because one cannot be sure that the criteria are objective or meaningful.

I direct your attention to the College Scorecard as a very simple way to compare how a university serves students.

The Scorecard is based on a very important student group – those who receive Federal financial aid – students who have significant financial need and who will benefit perhaps the most from higher education.

At UI, that is about two-thirds of our students. So how are we doing for those students?

In the left column on the chart in the slide, you can see that our average annual NET cost is below the national average, the black line.

Net cost takes into consideration tuition, fees, room, and board – but subtracts institutional scholarships.

UI offered \$14 million in institutional scholarships last year to Idaho students, about four times as much money as the state's Opportunity Scholarships fund provides to UI students.

It's worth noting that although the fund provides \$5 million per year to Idaho students, UI students earned about half the scholarship funds.

UI is committed to finding ways to expand access.

Our recently expanded Go Idaho program for Idaho residents provides scholarships to any Idaho resident with a 3.0 or higher GPA.

For fall 2016, we recently bolstered our transfer scholarship program to encourage progression from community colleges to UI.

These commitments mean that 34 percent of our new Idaho freshmen this year received enough financial aid to fully cover the cost of tuition.

In fact, our net cost for needy students is the lowest of our state's three public universities.

The University of Idaho is doing everything possible to make a high-quality education at a research university an accessible and affordable option for more Idaho students.

Once at UI, students thrive in a climate of academic excellence, opportunities for leadership, and wraparound support.

Our graduation rate for these students is above the national average for students receiving federal financial aid, and the highest in Idaho.

And 10 years after graduation, as shown on the right bar in the chart on the slide, students earn salaries above the national average – and the highest in Idaho among public or private institutions.

I encourage you to use this tool (the URL is on the slide) to see how universities are serving students.

I believe you'll see that the University of Idaho is doing a superb job serving its students.

### IDEAS THAT MATTER

The Carnegie Foundation classifies institutions as comprehensive, master's, and doctoral.

Among doctoral institutions, there are different levels of research: limited, higher, and highest.

*The University of Idaho is our state's only "higher" research level institution. All other Idaho institutions are classified "Limited Research."*

*That classification reflects, in part, our research expenditures. At \$100 million, UI's research expenditures are double all other Idaho institutions combined.*

Let's talk about some areas in which UI excels in research.

We are more effectively partnering with key industries in Idaho. We have liberalized our contracting practices in the last 24 months, allowing us to contract with Schweitzer Engineering Laboratories, Micron, and Idaho Power, just to name a few.

These contracts provide great faculty and student experiences. In fact, our relationship with SEL has improved so much that they recently endowed our first chair in Engineering with a \$2 million gift.

As part of our strategic planning process, we are using a novel collaborative process to identify "ideas that matter" and the faculty and staff who can work on them – our Vandal Ideas Project.

This is an investment we are making in ourselves, and I believe you will hear about the impacts these projects have in the next couple of years.

We also have a superb program in Cybersecurity. Dr. James Alves-Foss and his coworkers in the Center for Secure and Dependable Systems recently finished second out of 128 teams in the nationwide DARPA-sponsored competition, winning nearly \$1 million and remaining eligible for the final \$5 million prize.

We also recently expanded our cybersecurity workforce training to Coeur d'Alene with a \$600,000 federal grant. We know that this is an industry of the future, affecting individuals and businesses large and small.

Our faculty are considered leaders in complex biological modeling and won a \$10 million NIH COBRE grant last year.

Our College of Agricultural and Life Sciences has long been a leader in agricultural innovation – and our innovative partnership with Limagrain cereal seeds is bringing wheat varieties to market much faster than in the past.

Fire science, in which UI is a recognized leader, is critically important to Idaho, the state with the most 100-or-more-acre fires each year in the lower 48. Our College of Natural Resources was recently ranked the No. 1 value in the nation by U.S. News and World Report.

These are effective contributions that UI makes to the challenges that Idaho faces. I assure you they are but a few examples.

### SUPPORTING IDAHO'S GOALS

I simply want to summarize that we are the University of IDAHO – supporting the goals of the people of Idaho.

We embrace the state's 60 percent postsecondary goal, and applaud the Governor's recommendations to enhance K-career education, including access and affordability for Idaho college students.

We play a critical role in technology development for Idaho. As I'll touch on later in more depth, we are also helping meet Idaho's critical need for physicians.

### DIRECT ADMIT/ENROLL IDAHO

Regent Soltman described the Board's Direct Admit initiative.

This initiative facilitates the direct admission of high school students to college.

We were pleased to have led that initiative, and I wish to thank the State Board for embracing this and rolling it out so quickly.

We followed up with events at 43 locations throughout the state, which we plan to make an annual tradition.

This photo shows me addressing the Grangeville Bulldogs – a high school that is very special to me because of a conversation I had there with a young man on my interview trip over two years ago.

Too many of our state’s young people are not going to college in Idaho.

Not everyone should attend college, but I believe that there are 5,000 students graduating from Idaho high schools each year who should enter postsecondary education and do not.

We view each of them as important our state’s future.

### LIFE AFTER HIGH SCHOOL

I hope that you also had a chance to see the James A. McClure Center for Public Policy Research’s work on the recently released “Life after High School” study.

This report is a great example of using our research capability to address a major state concern in the area of college education.

This is a valuable tool for decision-making.

You should each have received an “At-A-Glance” of our findings.

You can see, our high school students are concerned about college cost, about how to plan for college, and whether college and student loans offer them value.

The difference in Go-on rate and perceptions is large between young men and women. While 53 percent of young women go on to college, only 38 percent of young men do so.

This difference holds true even when we look three years past graduation, so it is not likely that missions, common in our young men, account for this difference.

We must ensure that students, men and women, know that a superb education is within their reach and to their benefit, which is why I believe that the Governor’s priorities are critical at this time.

We have already been using these findings in directing more effective messaging to students so that they understand that college is a great investment that is within their reach.

### COMPLETE COLLEGE IDAHO UPDATE

The University of Idaho has joined with other institutions to advance programming in support of the State Board’s Complete College Idaho initiative.

As an update, in spring 2015 we received appropriations from the Idaho Legislature that went to bolster faculty excellence.

We recruited rising stars in emerging academic and research areas, allowing UI to better deliver the high-impact experiences that promote student recruitment and retention.

Two of these appointments, for example, were in our computer science faculty, where appointments helped remove bottlenecks.

In 2016 we were allocated funds to hire nine new advisors in key areas. Professional advisors complement the expertise of our faculty advisors, providing a broader-based approach to student success.

One of the advisors works closely with students who apply for prominent national scholarships.

For example, three of our students earned Gilman Scholarships this fall that provide international experiences to students with financial need.

They will return to Idaho from Japan, France and Morocco with enhanced perspectives and valuable experience that will benefit them and benefit Idaho.

Such students might never apply for these scholarships without an advisor, Holly Lahan, we were able to hire with allocated funds.

As an additional impact related to Complete College Idaho funding and an overall emphasis on intensive advising and student services, we're pleased to see that our freshman-to-sophomore retention rate actually climbed to 80 percent.

Though not part of our Complete College Idaho appropriation last year, we did receive funding for Career and Employment Readiness that complements the CCI initiatives.

Those programs are operationalizing and seeing concrete results.

For example, the Director of Undergraduate Research hired with those funds has greatly expanded the involvement of undergraduates in research experiences.

We also implemented Career Coach software that links students to career resources and information. We have enhanced our career advising and our ability to connect students to meaningful internships.

We are positioned to continue building upon that success.

### GOVERNOR'S PRIORITIES

I'd like to start by describing the governor's recommendations. These four priorities help all Idaho students and institutions.

The CEC is very important to us in recruiting and retaining quality faculty and staff.

Our faculty and staff compensation currently are at about 82 percent of peer institutions; we are experiencing 17 percent staff turnover and 14 percent faculty turnover per year, about twice what is normal for a university.

Our plan for improving salary competitiveness is identical to the state's goal to offer competitive compensation to all employees.

Though higher salaries will not buy employee loyalty, we do need to offer more competitive compensation.

We see the Tuition Lock as an innovative measure that may help families deciding whether they can bear the cost of education have the confidence that at least tuition will remain constant for them.

A tuition lock also provides a very good incentive to complete college in four years so that one's tuition does not jump in that fifth year.

Doubling the Opportunity Scholarships will enhance affordability and access; it is a proven program.

The Completion Scholarship is another way to enhance return to education and completion and improve the career prospects of people who left school, entered the workforce, but realize that they could better themselves through education.

We are very pleased to see these ideas prioritized by the Governor and hope that you can support them.

### UI PRIORITIES

I'd like to summarize the University of Idaho's Fiscal Year 2017 priorities.

I will give you some detail on several of these in later slides, so here I'll skip to the Enrollment Workload Adjustment, where the governor has asked that money that we might have had to return due to a minor decline in enrollment remain in our budget.

The 27th pay period is a nonrecurring expense that occurs every 11 years, where we have to give one more paycheck than is usual; this is the state-funded portion for our employees.

We ask your support for both of these items.

### COMPLETE COLLEGE IDAHO

In Fiscal Year 2017, our primary request is to continue to invest in student success.

We are hiring people in key positions in counseling, tutoring, and advising – proven measures that can enhance outcomes for students.

These positions allow us to better ensure that students who come to UI after high school stay at UI – freshman-to-sophomore retention.

The positions will allow us to help students complete their degrees in timely fashion, improving upon our leading graduation rates and ensuring students graduate with limited debt, ready to contribute their talent and passion to employers and communities.

These positions are proven strategies that benefit students and help them make the most of their experience in higher education.

They also help maximize the investment of public support for our young people.

### IDAHO WWAMI PROGRAM

The University of Idaho has several special programs, the first of which is the Idaho WWAMI program.

As you probably realize, Idaho ranks 49<sup>th</sup> of the 50 states in physicians per capita.

Our state's primary physician training program is the Idaho WWAMI program. WWAMI stands for Washington, Wyoming, Alaska, Montana and Idaho.

It is a collaborative partnership with the University of Washington, a top-rated medical school.

According to U.S. News and World Report, the University of Washington is No. 1 for rural medicine and No. 1 for family medicine. It also ranks in the top 10 for pediatrics, geriatrics, internal medicine and the treatment of HIV/AIDS.

Partnering with UW also enhances our access to their extraordinary residency and fellowship programs.

We could not have a more perfect partner for training doctors who can contribute right away to addressing areas of need.

Doctors Seegmiller and Barinaga will address physician training and the WWAMI program in greater detail.

Some years ago, Idaho had only 20 slots in the WWAMI program. We have grown the WWAMI program from 20 students per year to 35 last year.

Those positions include the Targeting Rural and Underserved Track, for students with the passion for practicing medicine in rural and underserved communities.

We request continued funding for current students and additional growth to 40 slots this year, which completes the recommendations of the past Medical Education Taskforce.

Those students will receive an excellent education at an affordable price – a great value for students, and a great investment for Idaho.

One of the best investments we can make is in the health of our citizens.

### OCCUPANCY COSTS

The university has invested in several new or renovated facilities, for which the Governor has recommended occupancy costs.

The Aquaculture Research Institute facility supports a critical Idaho industry.

The IRIC Building, shown in the top picture, will stimulate interdisciplinary research on our campus.

The College of Education building, shown in the lower picture, will be a 21st-century centerpiece for teacher education.

The Center on Disabilities and Human Development has been moved into a new building so that we can make room for the expanded Idaho WWAMI program at its former site.

These are cutting-edge, modern facilities that offer the best possible experiences for students and for researchers.

### IDAHO LAW AND JUSTICE LEARNING CENTER

Nearer to us is the Idaho Law and Justice Learning Center. We now house our second- and third-year Law programs in the former Ada County Courthouse adjacent to the Capitol.

We share the facility with the Idaho Supreme Court, which houses the Idaho Supreme Court Law Library.

Our law program in Boise has been very successful; in 2017 we hope to bring our First Year program to Boise as well.

Having our students study in the political, legal and economic center is a tremendous advantage to students.

### ADDITIONAL SPECIAL PROGRAM REQUESTS

Dean John Foltz of the College of Agricultural and Life Sciences, Dean Kurt Pregitzer of the College of Natural Resources, and Vice President for Research Jack McIver will describe these special program requests.

Each of these special programs addresses needs that are important for the state.

### THANK YOU

Thank you for your support of the University of Idaho. We are Idaho's major research university, serving the people and especially the students of Idaho.

My presentation stressed the economic return that students and Idaho receive from the investments we make together in the University.

Of course, those who work at the University also see the personal differences we make in the lives of Idahoans, which is why I wanted to end with pictures of Commencement – the symbolic beginning of new lives shaped by our state's leading, national research university.

The funds we invest in UI are returned many times over to make a difference in the lives of Idahoans.