

SLIDE ONE: INTRODUCTION



Madame President, Members of the Board.

Thanks for the opportunity to present our annual progress report.

This report covers my third year in office as president of the University of Idaho, a job I believe in and enjoy very much.

Today I will describe to you our progress in key areas such as enrollment, research, and student success.

SLIDE TWO: STRATEGIC VISION VIDEO



I'd like to start by sharing a video that captures some of the thinking and spirit of our recently completed Strategic Plan, and some of the energy and enthusiasm about the University of Idaho.


WATCH VIDEO: <http://www.uidaho.edu/president>

SLIDE THREE: UI AT A GLANCE

UI AT A GLANCE

IDAHO'S LAND-GRANT RESEARCH LEADER

- Enrollment: 11,780, statewide
- 32 percent freshmen first-generation college students
- 40 percent Pell Grant recipients
- 56 percent 6-yr graduation rate, 77 percent retention rate
- \$102 million in research expenditures, \$1.1 billion in economic impact
- Strategic Plan completed through 2025

A map of Idaho with various locations marked by dots and labels. The labels include: UI Coeur d'Alene, UI Experimental Forest, UI Moscow, Taylor Wilderness Research Station, McCall Outdoor Science School (MOSS), UI Boise, UI Idaho Falls R&E Center, and Idaho Falls R&E Center. Other locations marked include: Bonanza, Blaine, Burley, Caldwell, Camas, Carey, Coeur d'Alene, Elgin, Emmet, Eureka, Fruitland, Grangeville, Idaho, Jerome, Ketchikan, Lewiston, Madras, Malheur, Marsing, Moscow, Nampa, Pocatello, Power, Prater, Rexburg, Shoshone, Teton, Twin Falls, and Warburton. The map also shows the locations of several R&E Centers and Extension Centers.

I hope the video captures the optimism we feel about our university's direction.

UI is a unique institution. We are Idaho's premier national research university, its land-grant college, its statewide institution.

We serve nearly 12,000 students from our main campus in Moscow and our centers in Coeur d'Alene, Boise, and Idaho Falls, with research centers and extension center across the state.

Part of our mission is to offer a practical and well-rounded education to the citizens of Idaho. We are focused on academic and programmatic excellence that Idahoans can afford.

Many of our students are among the first in their families to attend college. Many students come from families with financial need, as indicated by Pell grant eligibility. We take pride in the economic mobility that a UI education provides for our students.

We offer great value in higher education – an outstanding academic experience at an affordable cost that prepares students for great jobs and bright futures.

We deliver on our promises with leading graduation rates and retention rates. We strive to bring those rates up further – building on our leadership position.

We are Idaho's research leader, with **double the research expenditures** of all other institutions in Idaho, combined. That is not the only way to measure scholarship impact, but it is very telling. It also helps to explain that our institutions in Idaho have different missions and different functions.

As Idaho's only Carnegie R2 "Higher Research Activity" university, we are driving innovation and discovery that solves complex problems and addresses critical issues for our state and the world.

This year, for the first time, **we crossed \$100 million in research expenditures**, a significant milestone for UI.

Research is part of the \$1.1 billion dollars in economic impact UI contributes to the state of Idaho every year.



The University of Idaho completed its Strategic Plan through 2025, with waypoints and annual check-ins. You have a copy in your folder. This plan explains our mission, vision and values, and it lays out four broad goals and clear metrics.

We are proceeding on this path, which focuses our attention on programs and initiatives that will make a measurable impact on our students and our state in the years ahead.

SLIDE FOUR: CHANGING OUR COLLEGE-GOING CULTURE

CHANGING OUR COLLEGE-GOING CULTURE

- Total fall 2016 enrollment grew 3.6 percent to 11,780
- Expanding access for more Idaho students:
 - Direct Admissions/Enroll Idaho initiatives
 - Application fee waiver for Idaho residents
 - October FAFSA availability
 - December financial aid priority date
- Focusing on the higher education pipeline: dual credit, enhanced retention, improved degree completion.
- Maintaining affordability: \$25 million in scholarship support



University of Idaho

This has been an exciting year for the University of Idaho's enrollment goals.

The Board's Direct Admissions program fueled a statewide increase in first-year full-time freshman enrollment. More than 30 percent of students in a Treasure Valley Education Partnership study by our McClure Center said that the Direct Admissions program made a difference in their decision to attend college – it made them more likely or **MUCH** more likely to pursue postsecondary education.

That's a strong number for a program that we've worked together with you and our sister institutions to build up in only two years.

We are moving that program forward. This fall we eliminated our application processing fee for Idaho residents.

We removed one more hurdle, knowing that for many students, \$60 in cash isn't always on hand to apply to colleges. No student should leave his or her potential unrealized for the lack of three \$20 bills. It's too important for the student and for Idaho.

We've also embraced the federal government's FAFSA changes. FAFSA can now be completed using "prior-prior year" or "last year's taxes," instead of making students wait until their taxes for the calendar are complete in the spring. This common-sense change has made a huge difference. As of Christmas last year, we had sent out 150 financial aid packages; by Christmas 2016, we had sent out 2500.


We want students to know earlier what their options are so that they can sit down with their families and assess what college is right for their aspirations and their budgets.

SLIDE FIVE: TRANSFORMING LIVES

TRANSFORMING LIVES

PROGRESS TOWARD OUR GOAL

- New first-year freshmen: 4.5 percent increase (6.5 percent Idaho residents)
- New transfers: 4.4 percent increase
- New & transfers from underrepresented groups: 14.3 percent increase
- Idaho residents: 7.2 percent overall increase
- Dual-credit participation: 27 percent increase

University of Idaho

This year we realized our first overall enrollment growth since 2012. A strong increase in the size of our freshman class – 4.5 percent – has been a key part of that growth.

The size of the freshman class is due in large part to a surge in the number of new Idaho resident freshmen who have gone on to college – a 6.5 percent increase. We’ve also seen an increase in transfer students and in students who are members of underrepresented groups.

We are committed to dual-credit participation by Idaho high school students, also a priority for our governor and the Board.

Dual credit participation helps high school students gain skills and experience, as well as credits, that help them

succeed in higher education and graduate on time and with less debt. We are working to enlarge the dual-credit pipeline to college by improving our offerings, our transfer procedures, and our advising information.

SLIDE SIX: LIFE AFTER HIGH SCHOOL

LIFE AFTER HIGH SCHOOL

CONTINUING THE CONVERSATION

- Male and female attitudes and values factor into postsecondary plans
- Ability to afford school is a concern
- Family-centered decision-making
- Persistent gender gap in attitudes
- Resources, continued messaging needed

University of Idaho

The slide features three photographs on the right side. The top photo shows a group of four people, including a woman in a black jacket and a man in a black hoodie with 'IDAHO STATE' on it, looking at a document. The middle photo shows a group of students gathered around a table, looking at a large poster or map. The bottom photo shows two young women smiling and holding informational brochures.

This January our McClure Center for Public Policy Research released an update to our “Life After High School” study. A copy is in the folder in front of you.

The report pointed to cost as a concern, to student’s desire for a good job, and to different reasons why women go to college than men go to college.

In March I took copies of this study to Sandpoint High School. I met with students there who had given a presentation to their local school board about go-on rates.

I enjoyed a listening session with 20 students from the high school.

Sandpoint High School’s Go-On rate is 60 percent, higher than the state average, but just below the national average of 63 percent.

What I learned in my conversation reinforced the ideas in the McClure Center study.

The primary concern from students is about cost, which our scholarship program addresses. They're also confused and stressed about process, especially those who are among the first generation in their families to go to college. Even small concerns become stress points that might lead students to not pursue higher education, or to "melt away" in the summer before they get to campus.

I was struck by the fact that these students are hard workers. Most intend to work to earn money while attending college. They're rightly concerned about how they can do that effectively while succeeding academically.

These studies and experiences indicate that we must get better about messaging the value of higher education, about understanding net costs, and, especially for students, educating them in financial and money management and the importance of making an investment in your future.

UI will contribute resources and expertise to improving Idaho's educational attainment, and of course I look forward to serving on the K-20 Pipeline subcommittee with Regent Critchfield on the Higher Education Task Force.


SLIDE SEVEN: PROGRESS TOWARD FALL 2017

MAKING PROGRESS

“There were some times I definitely thought I’d drop out of high school and wouldn’t go on. And when I did get the letter, it gave me a kind of guarantee. I was really surprised. I wasn’t planning on applying to U of I. I didn’t think U of I was really on my radar in terms of being accepted ... just the fact that I was accepted was enough to really get things started. I’m super happy at college now. I’m super excited for the next four years.”

“It affected my plans to work harder in school and apply for more scholarships. If I could say one thing to the people that sent me the letter I would say, “Thank you very much for opening the door to my future.””

— Current University of Idaho students, recipients of Direct Admissions information as high school seniors

University of Idaho 

I just want to add a personal view of how our process changes have made a difference for Idaho students.

These quotes are from a State Board of Education survey that capture the impact that program has had.

I also hear from students about what the elimination of the application fee and other process changes have meant. They have made it easier, and in some cases possible at all, for students to go on to college.

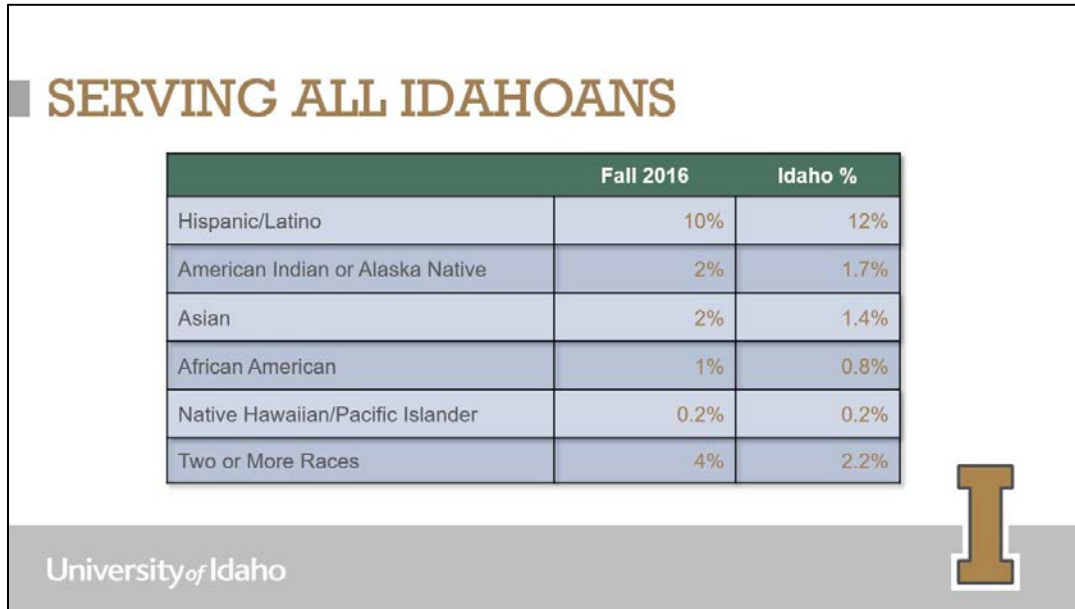
But, like in the late night TV ads-but wait-that is not all. UI is blessed with thousands of innovative staff and faculty as well as 12,000 students...so this year we decided to turn some of that intellectual firepower directly on this issue. We are funding an internal, \$300,000 grant competition in what we

call our VIP (Vandal Ideas Project):Engage. You will see those projects roll out next year.

The programs I described have already changed college application; we await the fall to see if enrollments will change. At UI, we have seen more applications much sooner for fall 2017. For example, as of today, we have over 4,000 completed applications from residents; we had a TOTAL of 3,200 last year.

The proof of these initiatives will be enrollments, not applications. But we are optimistic that we've begun to change behaviors around applications and admissions, as well as the mindset for students and families about attending college.

As I've said, we want the conversation to be not "will I go on" but "where will I go?" We are making exciting progress.

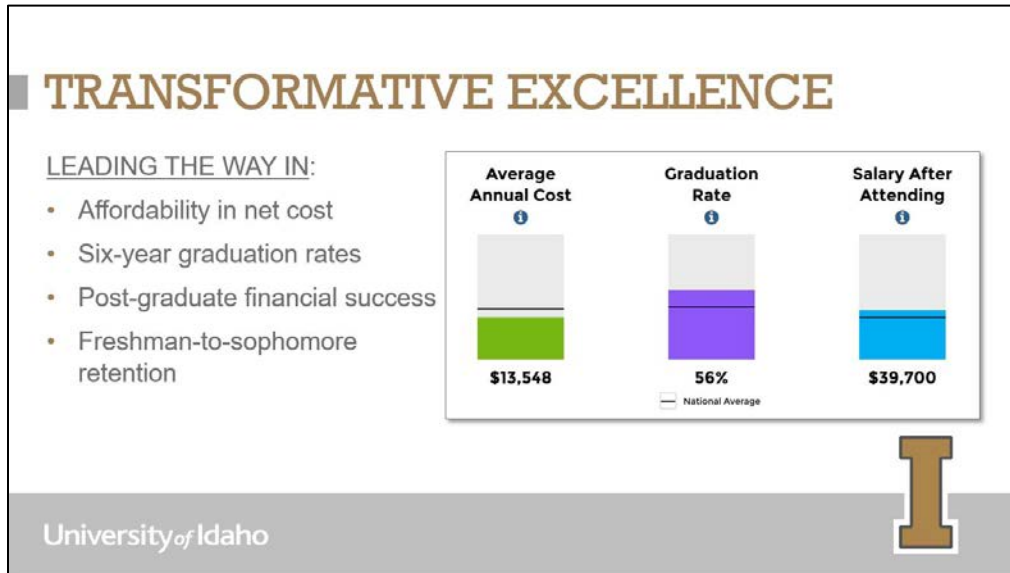
SLIDE EIGHT: SERVING ALL IDAHOANS

We are the University of Idaho; our resident students should be a cross-section of Idaho in racial and ethnic terms. We're making progress on that goal. You can see that this fall our student body was very similar to the population of Idaho in racial and ethnic terms.

I want to thank the Latino Advisory Council and our Native American Tribal Council for helping direct efforts to close racial and ethnic gaps. We are building relationships that drive these changes.

Cultivating a diverse campus also benefits our entire campus community. Students meet people from a variety of backgrounds, gain new perspectives, and are exposed to new traditions.

These experiences help all students succeed in the workplaces of the 21st century and add personal value to all our lives.

SLIDE NINE: TRANSFORMATIVE EXCELLENCE

The College Scorecard, updated in Fall 2016, is a good way to compare how well colleges serve their students, especially their students with financial need. These are federal data for students receiving federal financial aid.

As you can see, we are below the national average in average annual cost, and the lowest **NET** cost for any public university in Idaho.

Our students graduate at the highest rate in Idaho, above the national average.

Salary After Attending is based on students 10 years after they **BEGIN** at the University of Idaho. Our students earn the highest salaries of any public school in Idaho, above the national average.

Of course, we are improving our advising and student services to increase our graduation rates. For example, when you come to campus next year you can visit the Vandal Success Center.

The goals of the center are to increase retention and reduce the time it takes for students to graduate by offering a convenient, centralized location for students to access the resources they need to be successful at UI — and beyond.

SLIDE TEN: VANDAL SUCCESS

VANDAL SUCCESS

UI RETURN ON INVESTMENT

- PayScale: Vandals earn highest early- and mid-career salaries among Idaho institutions
- Only Idaho higher education institution on The Princeton Review's 2017 list of the nation's top 200 "Colleges that Pay You Back."
- Idaho's "Best College for Getting a Job" according to career website Zippia.

U.S. News and World Report 2016: UI No. 90 "Top Public Schools" and No. 171 among national universities

Money magazine: UI one of nation's "Best Colleges" and the "Best College in Idaho" for quality of education, affordability and outcomes

Washington Monthly: UI No. 84 nationwide among national universities for student success, innovative research, and public service

University of Idaho 

Of course I would brag about the U of I, but many reports from third parties describe and support the University of Idaho's excellence.

According to the 2016-2017 PayScale College Salary Report, Vandal graduates earn the highest early- and mid-career salaries of graduates of any Idaho institutions. Our graduates find the financial stability with which to live rewarding lives, support families, and contribute to communities as taxpayers and as citizens.

The Princeton Review, the Zippia career website, Money magazine, the Washington Monthly and U.S. News and World Report all point out the strong outcomes for University of Idaho graduates.

SLIDE ELEVEN: ACADEMIC EXCELLENCE

ACADEMIC EXCELLENCE

- National Merit Scholars
- Gilman International Scholarships
- NSF Graduate Research Fellowships
- Undergraduate research opportunities
- Leadership, service and student-athlete opportunities
- Global connections and impact



University of Idaho

We foster that kind of success by offering an exceptional academic experience. Our faculty members are at the leading edges of their disciplines; they play mentoring roles and get students involved in hands-on work.

UI draws the best and brightest students; this year we have a record **81 National Merit Scholars** enrolled. That surpasses our previous record of 78 last year and is the most in the Pacific Northwest.

The Gilman Scholarship Program allows undergraduate students of limited financial means to pursue academic studies or credit-bearing, career-oriented internships abroad. This competitive scholarship is annually awarded to fewer than 3,000 U.S. students nationwide. This year **two more Vandals earned Gilman scholarships.**

This year we also have **three recipients and six honorable mentions of National Science Foundation Graduate Research Fellowships**. This prestigious award facilitates graduate-level research and scholarship for talented undergrads taking the next step in their careers.

I admit that I am still a bit sore at the NSF, as I did not get one of these fellowships when I applied in 1978.

Opportunities for undergraduate research and scholarship at UI are a critical part of the student experience. Our **Office for Undergraduate Research** facilitates research opportunities for students. You have a copy of the “**Vandals in Focus**” report that highlights some of this work; the report itself was drafted and designed by University of Idaho undergraduates.

Our students also engage in leadership and service, whether helping refurbish a home for people in need in Grangeville or cleaning up our community here in Moscow. Our fraternities and sororities play an active role with service, too.

We were again named to the **President’s Higher Education Community Service Honor Roll** this year, the nation’s highest such honor for educational institutions.

Our university has always **engaged with the world** in teaching in learning and in research.

We’ve seen those connections grow over the past year.

For instance, our **Confucius Institute** continues to offer a dynamic cultural and language program in Moscow, in Boise, and most recently in Coeur d'Alene. In fall 2016, the UI Confucius Institute partnered with Lake City High School and Post Falls High School to offer Chinese language and culture classes to their students.

We're also looking at how we can foster international student enrollment, and this year we partnered with an international recruiter, Navitas. They will be helping us expand our footprint among students on the global stage. Fifty Navitas agents are on campus this week so that they can better understand and describe our campus to prospective students.

This is a somewhat uncertain time for United States higher education's relationship to the world. From proposed travel bans to H1-B visa issues, we're trying to thoughtfully navigate somewhat choppy waters.

We very much believe in the value of international engagement, though. It contributes to a more dynamic, vibrant university and an enhanced research and economic development climate for our state. So we will keep moving forward as a global university even amid some uncertainty.

SLIDE TWELVE: SPECIAL PROGRAMS


SPECIAL PROGRAMS

WWAMI MEDICAL EDUCATION

- 40 seats Fall 2016
- Addressing medical education pipeline
- WWAMI Medical Education Building
- Gritman leased space

LAW PROGRAM

- Excellence and affordability
- Idaho Law and Justice Learning Center



University of Idaho

UI is a leader in graduate and professional education.

The Idaho WWAMI program, Idaho's medical education leader, has undergone a steady and significant increase in student numbers and a major curriculum change. Now, 40 students per year enter the program and spend their first two years on the Palouse, for a total of 80 students at a time.

They receive one of the best medical educations in the country. The University of Washington School of Medicine this year was again ranked the No. 1 school in the country by U.S. News and World Report for primary care, rural medicine, and family medicine.

WWAMI graduates practice at high rates here in Idaho; they are the primary source of Idaho's physicians. Idaho, however,

remains greatly underserved by medical professions, so we have expanded the WWAMI program and we need to continue to expand medical education.

WWAMI expansion and the move of WSU's program to Spokane (and the associated need for our own anatomy facility) posed space challenges for WWAMI. To address these challenges, we are expanding our facilities. With Permanent Building Fund support and institutional funds, we are renovating our WWAMI building and seeking approval this week to lease space at the new Gritman building for clinical and anatomy labs, which we will shortly tour.

With the Board's approval we created a new Medical Sciences bachelor's degree. This is a positive step to bring more students into the medical education pipeline.

Additionally, Our College of Law continues to deliver results for our state. We now house all three years of our Law program in the Idaho Law and Justice Learning Center in the former Ada County Courthouse adjacent to the Capitol, with a new first-year cohort approved to begin classes next fall. This complements the location in Moscow, which continues to be a sought-after location.

Having an option for our students to study in Idaho's political, legal and economic center is a tremendous advantage to our students.

Idaho residents receive a legal education dramatically lower in cost than private school options in Idaho or other regional schools. That affordability means that law students graduate with low debt.

Our job placement rates are among the highest in the Northwest and in the top 30 of all law schools nationwide, alongside Ivy League institutions and other highly regarded schools.


For that success, PreLaw magazine named UI the No. 8 Best Value in the United States in fall 2016.

SLIDE THIRTEEN: ATHLETIC EXCELLENCE


ATHLETIC EXCELLENCE

SUCCESS ON AND OFF THE FIELD

- Famous Idaho Potato Bowl victory
- Success across sports
- Academic excellence
- Investing in our facilities



University of Idaho



I want to point out the success our Athletics program is enjoying.

In 2016 our football team capped a great season with a 61-50 victory over Colorado State University in the Famous Idaho Potato Bowl in Boise. We're raising the victory banner and awarding rings at our Spring Game next weekend.

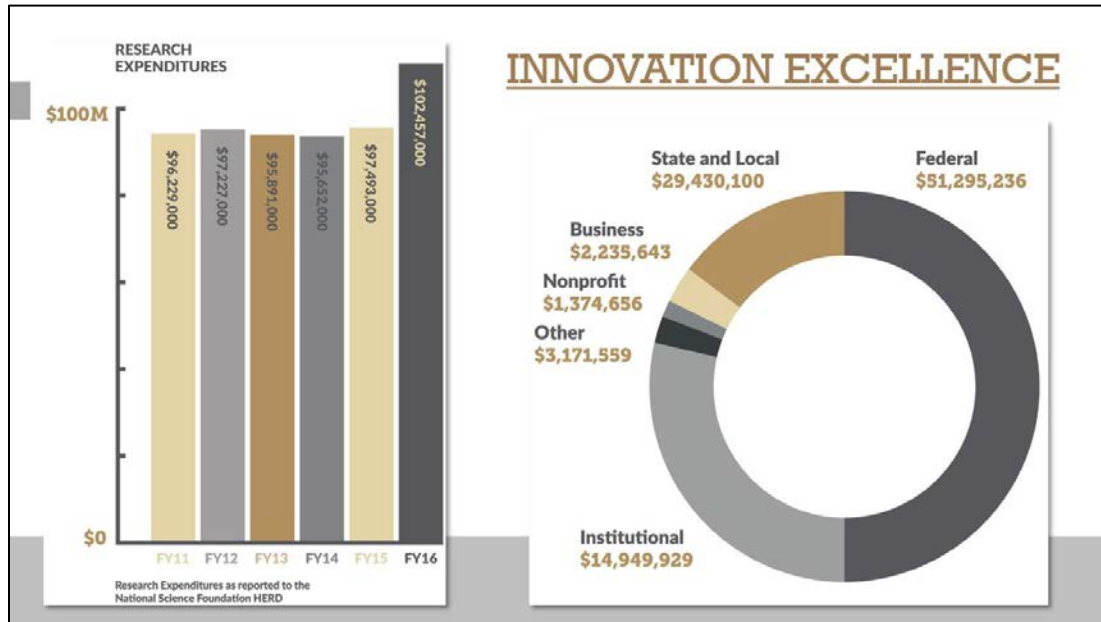
Our men's and women's basketball teams each won 19 games and played in postseason tournaments. Our soccer team won its second consecutive Big Sky championship, and we won championships in men's and women's golf and women's tennis.

Another investment you'll see this fall is new turf in the Kibbie Dome. In addition to being a safer playing surface for football, this field will allow us to bring Women's Soccer

inside the dome. This makes Idaho the first NCAA soccer team to play inside and we will avoid the weather-related problems we experienced with the women's soccer season.

Our student-athletes also perform well in the classroom. Our football team has made great strides in raising its APR over the past several seasons and we also had many students on the Academic Honors and Commissioner's lists in the Big Sky Conference and in the Sun Belt Conference.

We have some fiscal challenges in our Athletics program, but we are going to meet them with innovation and the determination that our athletes show.

SLIDE FOURTEEN: INNOVATION EXCELLENCE

I've talked a lot about our educational mission. Of course we also have a strong research and scholarship mission.

I'm proud of the significant growth in FY16, breaking the \$100 million mark.

Research, scholarly activity, and creative work are critical ways to train students, both undergraduate and graduate, for careers in academia, in industry, or in other pursuits.

Research expenditures are impactful, not just because of the dollars, but because the research they support applies to real challenges. Our research improves the day-to-day life of Idahoans and spurs the growth and development of the state's economy.

As you know, within the last year we have hired a new Vice President for Research and Economic Development, Janet Nelson. She is helping focus our research efforts in key areas. Programs like cybersecurity, fire safety, and the food, water, and energy nexus where we can build on our strengths and partner with organizations like the Idaho National Laboratory, with Idaho industries, and with our sister universities.

Of course, as the state's land-grant university we focus on serving the agricultural and natural resources sector. We are very appreciative of the state's \$10 million support for the Center for Agriculture, Food and the Environment, or CAFE.

We are looking forward to realizing this vision for the benefit of our state. We will unveil more details on CAFÉ over the next several months.

SLIDE FIFTEEN: FACILITIES

FACILITIES

- Integrated Research and Innovation Center (IRIC) completion
- College of Education Building renovation
- Wallace Complex remodel
- Library updates
- WWAMI medical education building remodel
- Basketball/volleyball arena





University of Idaho

You will see some of our facilities today. This is a historic campus, with a great deal of deferred maintenance, but we are working to have up-to-date facilities equipped to deliver the best possible teaching, learning and research environments.

Our Integrated Research and Innovation Center is helping drive interdisciplinary research on our campus. You toured it under construction and we will have dinner there this evening.

The College of Education building has been completely renovated. It is now a technology-rich facility with collaborative learning spaces – a cutting-edge training ground for the education and movement science professionals of the future.

We have also updated our living spaces and our Library.

As I mentioned, we are moving ahead with renovations to the WWAMI medical education facility as well as moving into new space at the Gritman Medical Center facility.

The Idaho Arena continues to be a critical facilities priority for our Moscow campus. We have raised well over half the funds we believe necessary for the project. We envision this project as more than a place to play sports. Our plan is that the arena be an innovative, wood-engineered structure that is a showcase for a critical Idaho industry.

Our recent RFP for the architect attracted 15 responses, including three from prominent international firms. So, we are very excited about the potential this building to engage industry as well as our athletics fans.

We are not ready to send out invitations for a groundbreaking just yet, but perhaps that might correspond with your next visit to campus. The time is right for this project.

SLIDE SIXTEEN: CONCLUSION



I end, as I often do, with photos of students-in this case from our fall 2016 Commencement. Changing lives is the heart of what we do.

Our university will continue help more students blaze their path toward the American Dream.

I appreciate the State Board's belief in that mission and in all the work that the University of Idaho does to help our state succeed.

Thank you, and I will be happy to answer any questions.