



# ANNUAL REPORT



University of Idaho

# MESSAGE

## from the President



Over the past year, the University of Idaho has come together to implement our ambitious, multifaceted Strategic Plan, a roadmap to take us through 2025. We have lofty goals for conducting research and scholarship, for transforming lives through academic and program excellence, for engaging with our communities, and for cultivating the best higher education environment possible for students and employees.

The university has traveled a great distance in a short time.

Scholarship and research took a leap forward this year. Collaboration and partnership are driving many projects, including at the newly opened Integrated Research and Innovation Center (IRIC), a \$52 million home for interdisciplinary research; at Rock Creek Ranch, where a research partnership has already started at the intersection of rangeland, recreation and conservation; and at the proposed Center for Agriculture, Food and the Environment, which received \$10 million in funding from the state of Idaho toward its completion. Across endeavors, our \$102 million research enterprise delivers meaningful results for the complex problems and critical issues facing our state and our world.

We've also brought more students into the life-changing experience of a Vandal education. We continue to refine our approaches to reach more Idaho students. We've built partnerships to recruit internationally, and we've revamped our Western Undergraduate Exchange (WUE) program for Oregon, Washington and Alaska students. We bolster these commitments with \$25 million in annual scholarships – an investment in the lofty aspirations of our students and in the future of Idaho.

The possibilities for Vandal education have expanded. We've branched out with our computer science bachelor's option in Coeur d'Alene. New online programs in our College of Letters, Arts and Social Sciences are meeting needs in a different way. This fall a class of first-year law students meets in Boise, an important milestone for that program. We've opened new space in the Gritman Medical Center and are planning a renovation of the Idaho WWAMI building for our expanded class of medical students.

Vandal excellence extends to student-athlete success, as well. Our football team earned an exciting 61-50 victory in the Famous Idaho Potato Bowl. Big Sky Conference championships include our soccer and men's and women's tennis programs. In the classroom, Vandals took 117 positions on Big Sky Conference All-Academic teams, and the football team led the Sun Belt in team GPA. Those athletic and academic accomplishments exemplify well-rounded excellence. We are building on that success with a new home for soccer in the Dome, and plans for a unique, wood-timber arena for basketball.

This report delineates Vandal excellence in 2016-17. Thank you to those who work to make it possible – our students, employees, alumni and friends – all our proud members of the tribe from the north, brave and bold.

A handwritten signature in cursive script that reads "Chuck Staben". The ink is dark and the signature is fluid and personal.

President Chuck Staben

# MISSION

The University of Idaho shapes the future through innovative thinking, community engagement and transformative education.

# VISION

The University of Idaho will expand the institution's intellectual and economic impact and make higher education relevant and accessible to qualified students of all backgrounds.

# VALUES

Excellence  
Respect  
Integrity  
Perseverance  
Sustainability





# STRATEGIC PLAN 2016-2025

As a result of our comprehensive discussion about the future, the University of Idaho community developed a long-range strategic plan for 2016-2025. The Strategic Plan is framed around our long-standing mission grounded in our land-grant status.

The plan supports the university vision articulated by President Staben and reflects our aspirations in four major areas that are vital to our success. The first three goals (Innovate, Engage, Transform) relate directly to our long-standing commitments to scholarly pursuits, community engagement and extension, and student success. The fourth goal (Cultivate) is focused on the people and relationships vital to fulfilling our mission.

[uidaho.edu/provost/strategic-plan](http://uidaho.edu/provost/strategic-plan)

## Innovate

**Goal 1:** Scholarly and creative products of the highest quality and scope, resulting in significant positive impact for the region and the world.

## Engage

**Goal 2:** Suggest and influence change that addresses societal needs and global issues, and advances economic development and culture.

## Transform

**Goal 3:** Increase our educational impact.

## Cultivate

**Goal 4:** Foster an inclusive, diverse community of students, faculty and staff and improve cohesion and morale.



# A YEAR OF PROGRESS

With a solid strategic vision, the U of I community took the last year to assess and outline how each unit, academic and non-academic, can contribute to the strategic goals.

Cascaded plans for each unit clearly outline the goals and the metrics by which they will be measured for the first three years of the strategic plan. These living documents will guide each dedicated unit and the people within as we work together to innovate, engage, transform and cultivate.

## Innovate

- Launched the proposed Center for Agriculture, Food and the Environment, planned as the largest research dairy in the United States, with the initial support of \$10 million from the Idaho Legislature on the \$45 million project. Research will include animal agriculture, water use, nutrient management and food processing. Undergraduate classes will be taught in conjunction with the College of Southern Idaho, and graduate research opportunities will be emphasized.
- Received funding for ideas that matter for innovation and discovery.
  - A \$2.1 million IGEM grant to lead the development of new systems for protecting the nation's infrastructure from cyberattacks in partnership with Idaho National Laboratory.
  - A USDA grant of \$3.4 million for CALS professor Jodi Johnson-Maynard to lead a group of soil scientists in finding practical solutions for wheat farmers dealing with climate change impacts.
- Extended a commitment to interdisciplinary approaches to innovation, opening the \$52 million Integrated Research and Innovation Center (IRIC) in Moscow. The cutting-edge facility houses collaborative research projects, including the Center for Modeling Complex Interactions, where interdisciplinary work formed the basis for physics associate professor and CMCI member Marty Ytreberg's \$6.1 million award to study changes in amino acids.
- Supported our own research and scholarly work in humanities, social sciences and performing arts through partnership between these disciplines and the Office of Research and Economic Development. The Transformative Research Investment and Partnership (TRIP) program highlights six projects with local, national and international impact, including work by Miranda Wilson, who will perform a Bach concert on the five-string cello, a lost instrument recreated for this experience.

## Engage

- Awarded \$400,000 in the second year of the Vandal Ideas Project, an internal grant program, to U of I faculty, staff and students implementing innovative pilot programs in the K-12 system to address the state's low go-on rate.
- Grew enrollment in fall 2016, anchored by an increase in new, first-year freshmen, transfer and underrepresented groups, in continued collaboration with State Board of Education on application and admissions initiatives. At U of I, a 6.5 percent increase in Idaho residents and a 27 percent increase in dual-credit participation were part of a statewide uptick in postsecondary engagement.
- Hosted first-ever Tribal Climate Boot Camp in at the McCall Field Campus, serving members of 83 tribes in a program designed to train early career climate professionals in current climate science, communication, and natural resource management decision-making.
- Positioned U of I research to engage the front lines of education and go-on efforts through the \$1.2 million Department of Education-funded IKEEP project, with co-PIs Vanessa Anthony-Stevens and Yolanda Bisbee, that enables Native American students to complete teaching degrees to serve tribal communities.
- Broke the record for giving to U of I, as alumni, friends, students, employees and industry partners donated \$38.7 million. Alumni participation in particular helped U of I provide more than \$25 million in annual scholarships.



## Transform

- Continued to lead Idaho public institutions with a 77 percent retention rate. Retention and persistence milestones include the Center for Excellence in Teaching and Learning, a central location for faculty and instructors to explore new technology and enhance skills. The new Vandal Success Center consolidates resources and offices in key locations to help students efficiently and effectively navigate their college experience.
- Built on a tradition of excellence in legal education by making first-year curriculum accessible in Boise at the Idaho Law and Justice Learning Center. The inaugural class of first-year law students took to the classrooms in Boise in fall 2017.
- Achieved inside and outside the classroom: Three graduate students earned National Science Foundation Graduate Research Fellowships while six others received honorable mentions. Five recipients of the Benjamin A. Gilman International Scholarship and two Fulbright U.S. Student Award winners represented the university around the world in places like Ghana, Croatia and China. U of I had a university-wide cohort of 81 National Merit Scholars, leading among Northwest institutions. A commitment to service earned U of I a spot on the President's Higher Education Community Service Honor Roll.
- Succeeded in athletic competition: Vandal football won the Famous Idaho Potato Bowl in December 2016 while soccer, men's tennis and women's tennis won Big Sky Conference championships, and men's and women's basketball both played in the postseason.

## Cultivate

- Made progress on a commitment to a market-based compensation model to bring equity to faculty and staff pay. U of I took steps on the multi-year effort by assessing market value and beginning incremental increases for impacted staff, resourced by internal monies and the revenues drawn from a program prioritization process – a committee-led, yearlong process that sought a transparent and rigorous understanding of institution-wide program effectiveness.
- Revamped international recruitment with the launch of the Global Student Success Program, an on-campus pathway for international students, developed in partnership with Navitas.
- Gained on The Chronicle's 2017 Great Colleges to Work For assessment of employee satisfaction. A slight increase in overall satisfaction matched a 1 percent increase in satisfaction with compensation, benefits and work/life balance. Other increases included satisfaction with facilities (2 percent) and with shared governance (6 percent).
- Fostered a stronger, more inclusive and diverse multicultural community with initiatives in support of a growing Native American community. Leadership supported a student-led designation of Indigenous Peoples Day. Also, a new Tribal Nations Lounge was unveiled in the Bruce M. Pitman Center, displaying the flags of the 10 tribes U of I partners with through a formal memorandum of understanding.

# LOOKING AHEAD

We have a bright future ahead of us. Over the next decade, the University of Idaho will tackle ambitious goals to excel as a leader in research, outreach and education. In our continued journey to the highest level of excellence, we will seek new ways to become a university that reaches more people, changes more lives, and accelerates innovation and discovery on a new scale.



University of Idaho