The Idaho State Board of Education requests nominations and applications for the position of President of the University of Idaho (UI). In leading Idaho’s land-grant research institution, the President must be a dynamic leader with the ability to chart a powerful and compelling vision for the future that will leverage the University’s strengths in teaching, research, and outreach.

**The University**

Located in Moscow, Idaho, UI’s 1,600-acre residential campus is situated between Moscow Mountain and the rolling hills of the Palouse in northern Idaho. The University also offers a wide variety of educational and research programs at its UI Boise, UI Coeur d’Alene, UI Idaho Falls centers as well as at 13 research and extension centers located throughout the state. With facilities located in 42 of Idaho’s 44 counties, the UI Extension system’s expansive footprint also provides access to UI educational offerings to Idaho’s residents across the state. The University Idaho and Washington State University, the land-grant institution for the state of Washington, are located eight miles apart. They operate a joint School of Food Science and have other formal and informal collaborations. Class times are offset to enable students to take cooperatively-offered courses at both institutions. UI has been continuously accredited by the Northwest Commission on Colleges and Universities since 1918.

Opened in 1889 as the state’s land-grant, legislatively sponsored university, UI is dedicated to improving the lives of the citizens of the state of Idaho through academic excellence, research, and outreach. The University engages in scholarly and creative activities to enhance the quality of life and build cultural awareness and understanding, economic vitality and the sustainability of human, natural and technology systems within the state and beyond. These endeavors range from discoveries in the biophysical, ecological, social, and earth sciences, helping people understand and adapt to an everchanging global environment, to using policy, sciences, and law to enhance social justice and civil society. In its partnerships with industry, public agencies, national laboratories, tribes, communities, and other key statewide stakeholders, UI works to apply its research endeavors beyond the academic community. It strives to provide access outside of the classroom and to encourage the creation and dissemination of knowledge in ways that directly benefit students and the public at large.

UI is supported by 971 faculty, 1,646 staff, and an operating budget of $470 million. The University’s nearly 12,000 students are drawn to UI’s reputation for academic excellence, exceptional student living and learning environment, and outstanding creative and research opportunities. UI’s community of learners is enriched by the wide variety of experiences and perspectives of its faculty, staff, students, and administrators. It advances a socially just learning and working environment by fostering a culture of excellence through diverse people, ideas, and perspectives. Located on traditional tribal land, UI also enjoys a strong and mutually beneficial relationship with area tribes, underscored by a memorandum of understanding with 11 Northwest tribes to improve the quality of educational opportunities provided to Native American students. True to its mission of educating Idaho’s citizens and providing access to higher education, 73% of UI students are from Idaho and the University leads the statewide initiative to dramatically increase college attendance and is building gateway programs as well as beginning a campaign to raise need-based scholarship dollars. Currently, UI students receive more than $25 million in mostly merit-based scholarships from the university each year. UI students engage in high-level academics, undergraduate research opportunities, internships and service
learning, all in the beautiful setting of north central Idaho, and with more than 125 unique majors students maximize their learning experience. They earn valuable degrees that lead to rewarding careers. One of the most attractive features of the University is the strong bond that exists between students, faculty, and staff, as well as among the institution's approximately 107,000 living alumni. This bond creates a sense of community not only on campus, but also with the city of Moscow and beyond.

UI’s 10 colleges offer a wide variety of undergraduate, masters and doctoral programs and include:

- College of Agricultural and Life Sciences
- College of Art and Architecture
- College of Business and Economics
- College of Education, Health and Human Sciences
- College of Engineering
- College of Graduate Studies
- College of Law
- College of Letters, Art and Social Sciences
- College of Natural Resources
- College of Science

Through powerful collaboration, the University also offers the Washington-Idaho Regional Veterinary Medicine Program and the Washington, Wyoming, Alaska, Montana and Idaho Medical Education Program (WWAMI), training veterinarians and physicians ready to lead these challenging professions.

**Research**

UI research is led by internationally renowned faculty who inspire enthusiasm in graduate and undergraduate students, creating transformative collaborative experiences and new ways to address relevant questions. UI currently has Carnegie R2 research status and aspires to Carnegie R1 by 2025. Research expenditures have increased from $95 million in 2014 to more than $109.5 million in 2018. The University engages in scholarly and creative activities to enhance the quality of life and build cultural awareness and understanding, economic vitality, and the sustainability of human, natural, and technology systems within the state and beyond.

To that end, research is the focus of the University’s 78,500 square foot Integrated Research and Innovation Center and in early 2017 collaborative research groups from across the University moved in to the modern new building designed to enhance big ideas and innovative solutions. This building comes on the heels of a $2.4 million aquaculture research facility on the Moscow campus. Here, researchers address the expected demand for fish as the world population grows.

**Athletics**

UI is also home to a Division 1 athletic program as part of the Big Sky Conference and in 2017-18 the University saw championships in women’s golf, women’s tennis, men’s tennis and a division title for volleyball. Academically, UI athletes accomplished a combined 3.24 GPA in Spring 2018 with 68.5 percent of our student-athletes earning at least a 3.0. With State Board approval, the University will break ground in Spring 2019 on a $51 million basketball arena—a 62,000 square foot facility that will house 4,200 seats and provide not only a permanent home for Vandal basketball, but also a venue to be used for concerts, lectures and other special events. This building will be a first-of-its-kind wood engineered building showcasing one of Idaho’s major industries.
**Mission**
The University of Idaho shapes the future through innovative thinking, community engagement and transformative education.

The University of Idaho is the state’s land-grant research university. From this distinctive origin and identity comes our commitment to enhance the scientific, economic, social, legal and cultural assets of our state and to develop solutions for complex problems facing our society. We deliver focused excellence in teaching, research, outreach and engagement in a collaborative environment at our residential main campus in Moscow, regional centers, extension offices and research facilities across Idaho. Consistent with the land-grant ideal, our outreach activities serve the state as well as strengthen our teaching, scholarly and creative capacities statewide.

Our educational offerings seek to transform the lives of our students through engaged learning and self-reflection. Our teaching and learning includes undergraduate, graduate, professional and continuing education offered through face-to-face instruction, technology-enabled delivery and hands-on experience. Our educational programs continually strive for excellence and are enriched by the knowledge, collaboration, diversity and creativity of our faculty, students and staff.

**UI's Principles and Values**
- **Excellence** – Individual commitment to excellence is central to the values we promote. We value the purposeful pursuit of knowledge that improves our communities and prepares us for a lifetime of service. We believe in a culture of leadership and promotion of excellence that passionately educates those seeking knowledge and celebrates success when that knowledge is applied to address societal challenges.
- **Respect** – Central to our productivity and morale is a climate that is considerate and respectful. The University of Idaho is an extensive and diverse community of people from varied backgrounds and beliefs. We welcome the viewpoints and contributions of everyone in our community. We believe that an institution is only as strong as its ability to include diverse perspectives that critically contribute to the University of Idaho’s mission.
- **Integrity** – We believe that adherence to and a shared understanding of ethical principles is necessary for effective collaboration within an educational community. The University of Idaho is committed to internal congruence as well as openness and transparency in decision-making and leadership.
- **Perseverance** – The University of Idaho is a community that is brave and bold in our pursuit of higher aspirations, always pushing to offer the best opportunities and environment for our students, faculty, staff and community. We are confident in our ability to succeed and have demonstrated long-term discipline to achieve our goals.
- **Sustainability** – We embrace our personal and social obligation to ensure the sustainability of our future. For this community, ensuring a sustainable healthy lifestyle is part of a comprehensive desire to acknowledge stewardship of the natural environment to human interactions and well-being.

For more information about the University of Idaho, please visit [https://www.uidaho.edu/](https://www.uidaho.edu/).

**Moscow, Idaho**
Settlers were first drawn to the area in 1871, with abundant grassland and available timber for building. The area was first named "Hog Heaven" which was later changed to "Palouse Valley." In 1877, Samuel Neff filed for a postal permit under the name of Moscow because the area reminded him of his hometown of Moscow, Pennsylvania. In 1875, the city's first store was
opened on what is now Main Street. Moscow grew with the arrival of the railroad in 1885. The town became incorporated in 1887 and was chosen as the site for a land-grant institution, the University of Idaho, in 1889. Idaho achieved statehood in 1890.

Moscow is home to over 25,000 residents. Moscow is set in the picturesque Palouse, recently heralded by the Wall Street Journal as the ‘Tuscany of America.’ Livability.com calls Moscow one of the 2018 10 best places to raise a family. The Moscow community offers near-by opportunities for skiing, snowboarding, whitewater rafting, hiking, biking, climbing, fishing, camping, and more. The area also boasts a highly skilled and educated work force employed by Moscow’s many thriving businesses and the University of Idaho. Merchants offer an extensive selection of quality products and services.

In addition to Moscow’s fine business and educational reputation, the City's arts community has gained national attention. The Lionel Hampton International Jazz Festival, Festival Dance, Idaho Repertory Theatre, Renaissance Fair, Rendezvous in the Park, Artwalk and the Prichard Art Gallery are reasons why Moscow is known as the "Heart of the Arts." Moscow has also been rated as one of the "Best 100 Small Art Towns in America."

Position Summary
Reporting to the Idaho State Board of Education, the President serves as the University’s chief executive officer and is charged with setting the University’s vision and ensuring the effective deployment of its assets to realize this vision. In the role of President, this individual will leverage UI’s critical and unique role as the state’s land-grant institution in its pursuit of scholarly excellence while also partnering with internal and external constituencies to ensure the University’s research and economic development initiatives and Extension activities aid the growth of Idaho’s economy.

UI’s next President will continue the University’s tradition of academic excellence while embracing its commitment to improving the lives of Idaho’s citizens and the world beyond. In guiding the University’s academic, research, and outreach efforts, the President will serve as a visionary champion for the University’s mission to shape the future through innovative thinking, community engagement, and transformative education. They will be accessible to the students of the University and recognizes the centrality of students to its mission. They will inspire the faculty and show appreciation for the efforts of staff. In serving as one of the leading spokespersons for higher education in the state, the President will be an influential leader who possesses excellent judgment and diplomacy, personal and professional integrity, and a reputation for working collegially and collaboratively with internal and external constituencies.

Qualities and Characteristics
In promoting UI’s commitment to its mission of improving the lives of Idaho’s citizens, the President must possess the following qualities and characteristics:

- The ability to play a pivotal and high-profile role both in the state of Idaho and region, guiding the University’s efforts in contributing to the region’s economic, civic, and cultural development;
- The desire to build and foster close relationships with Idaho State Board of Education institutions of higher education, local government, corporations, nonprofits, foundations and cultural organizations;
- The vision to lead the development and expansion of the University’s relationships locally, nationally, and internationally; including strengthening existing and developing new partnerships that result in a coherent network of productive and mutually enriching relationships;
• Experience serving as an energetic fundraiser who will advocate on behalf of the University and can engage and excite others about its vision and its trajectory—inspiring them to support the University in its efforts to achieve new heights and accelerate its upward trajectory;

• The ability to promote and strengthen the UI identity by fostering a shared sense of mission and culture among all University constituents, internally and externally;

• The insight to successfully lead and manage the University in navigating the current and future trends impacting higher education through innovative, entrepreneurial thought in order to better position UI as an educational leader, both locally and nationally.

• A strong leadership style that values shared governance and that will empower faculty and staff as they strive for increased effectiveness through a process of continual assessment and accountability;

• A data-driven approach to decision making that will employ data and performance metrics to strategically guide and support the steps the University must take to achieve its vision and mission and continue its success in achieving student success;

• The ability to integrate various University assets such as institutional research, marketing, and communications capabilities to determine creative strategies for raising the University’s profile and academic standing;

• A communication style that will excite and inspire stakeholder groups in articulating the University’s unique nature as Idaho’s land-grant university and the ability to passionately convey the impact of its efforts on behalf of Idaho’s citizens on the local, statewide, and national stages.

Opportunities and Challenges
UI’s next President will provide leadership in a number of critical areas including, but not limited to:

• **Promoting the University’s Role in Idaho** – As UI’s most ardent champion, the President will bring to the position a resonance with and understanding of its land-grant mission and a deep commitment to advancing the University’s endeavors in teaching, research, access, and service. In doing so, the President must serve as an advocate and spokesperson for the University in further defining its role as an academic, social, and economic driver in the region, bringing clarity to the University’s unique role within the State as its land-grant institution, and inspiring enthusiasm and confidence in UI’s efforts and contributions toward improving the lives of the citizens of Idaho.

• **Developing Long-Term Enrollment Strategies** – The President will play a key role in developing new strategies and initiatives to ensure the growth, retention, and successful graduation of UI students. The President will guide the University in creating a long-term and sustainable enrollment management plan that will focus not only on attracting students from within the state, but those in the region, across the nation, and internationally to further enrich the UI student experience and campus community. In this capacity, the President must serve as a thought leader and advocate for the University’s efforts in this area and provide a clear vision and fervent voice in its work in fulfilling its commitment to access and student success.

• **Continued Excellence in Student Outcomes** – UI’s next President will inherit an institution whose commitment to student success has led to a university environment that is well-known in the state of Idaho for its successes in the retention and graduation of students. Going forward, the next President must possess a willingness to explore new and innovative ways in which to continue increasing student success in such an environment while leading the University through the application of a new statewide
funding model—“Outcomes-Based Funding” (OBF)—recently proposed by the Idaho State Board of Education. The OBF model relies heavily on measurable, positive student outcomes and the President will be expected to continue the UI’s good work along these lines and identify new opportunities for distinction in these areas.

- **Enhancing the UI Brand and Reputation** – The President will be an integral player in leading UI’s efforts in promoting its unique programs, strengths, and contributions in order to enhance its existing brand identity and reputation. Increasing the University’s visibility within the region and nationally will allow the President to capitalize on opportunities to promote the University’s value and impact within the state of Idaho, create new and exciting partnerships with key stakeholders, and recruit high-caliber faculty and students in an increasingly competitive academic environment.

- **Inspiring Excitement for the University’s Future** – UI’s next President must bring high levels of enthusiasm and passion for the University’s work in serving the state of Idaho and its constituents and an ability to inspire excitement for the institution’s future and upward trajectory. In working toward achieving the UI’s goals set forth in its recent strategic plan, the President will serve as a catalyst injecting campus and external stakeholders with an infectious energy focused on a shared vision for excellence and maximizing their contributions in realizing the University’s full potential.

- **Strengthening Research Endeavors** – In line with the University’s land-grant mission and identity, the next President will have the opportunity to partner with the Vice President for Research and university faculty to identify those areas of excellence that require continued support and investment to achieve further distinction. The President will also provide critical support and direction in partnering with federal and state agencies and industry leaders that will result in increased research funding and productivity at UI and improve the University’s impact on Idaho’s economy.

- **Commitment to a Long-Term Vision** – UI’s next President must possess a deep and unquestionable passion for the University, its mission, and its dedication to serving the state of Idaho in developing an expansive and far-reaching vision for the future. To do so, and to clearly demonstrate to internal and external constituents the important role they will also play in partnership toward fulfilling that vision, the President must be willing to make a long-term commitment to UI to bring clarity and stability to a transformational process that will build upon the University’s legacy as it re-aligns its many strengths to support this new vision for the future.

**Qualifications**
Excellent communication skills are of paramount importance, as the President will serve as the chief representative and promoter of the University to a wide variety of internal and external constituencies. Proven management experience, requisite expertise in working collaboratively with diverse groups in complex, multi-level organizations, and strong interpersonal skills are essential. This includes but is not limited to the ability to motivate an organization to strive for a common goal. A track record of innovation; commitment to supporting teaching, research and creative scholarship of the highest quality and the academic freedom on which they depend; and an understanding of higher education structure and culture also are essential. In order to conceive and enact upon a dramatic new vision for the University’s future, it is expected that the new President will make a long-term commitment to U.

Although a terminal degree and exceptional academic administrative experience are preferred, the Idaho State Board of Education also welcomes and encourages candidates who have achieved noteworthy success in their respective fields outside of higher education to apply.
These candidates must have demonstrated experience and a track-record of success working in a complex, decentralized organizational structure where success is achieved in partnership and collaboration rather than solely direct authority.

Specifically, the successful candidate should be an individual who:

- Possesses a high level of energy, enthusiasm, and understanding of the commitment needed to fulfill the duties associated with the role of President;
- Is passionate about the University’s mission, vision, and values as demonstrated through an authentic leadership style;
- Appreciates and promotes the University’s unique history, assets, and land-grant mission and has a demonstrated ability to translate these into effective strategies for fundraising on behalf of the University;
- Understands the importance of creating and fostering a culture that promotes, rewards and enhances academic excellence and an appropriate array of research and scholarship that is focused on real-world problems; demonstrates a commitment to promoting interdisciplinary programs and research, and to identifying and eliminating impediment to effective interdisciplinary efforts;
- Possess a high level of integrity and employs fact-based and ethical decision making;
- Demonstrates commitment to diversity and inclusive excellence in all the University does as well as to tackling issues of affordability, access, and opportunity for students;
- Demonstrates the ability to maintain and motivate a strong and effective leadership team, a commitment to a collaborative and inclusive leadership style;
- Possesses the ability to be an effective delegator and developer of talent and fosters a culture of innovation and collegiality;
- Demonstrates an ability to work effectively with the Idaho State Board of Education to leverage the experience, wisdom, leadership, vision, and dedication of its members.
- Has a deep commitment to and expectation of accountability for clear strategic and tactical goals, meaningful metrics of progress, and performance accountability, with an entrepreneurial mindset and a commitment to effective use of analytics across the University;
- Demonstrates ability to lead a complex and multi-faceted institution, including a leading Division 1 athletic program, with a track record of financial success and stewardship.
- Possesses superior interpersonal skills, including an ability and commitment to listening and problem solving, an ability to handle conflict and ambiguity, an ability to earn respect and trust across constituencies and levels of the organization, and an ability to make and explain hard decisions.

**Application and Nomination Process**
The Screening Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae/resume and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in confidence.

Applications and letters of nomination should be submitted to:
UI is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply.