

IDAHO **IMPACT**

ANNUAL REPORT &
STRATEGIC PLAN
UPDATE – 2017-18



University
of Idaho



MESSAGE

from the President



Over the past year, with our Strategic Plan as a roadmap, the University of Idaho has continued to deliver confident and innovative leadership across our multifaceted mission. The path we've charted hasn't been without obstacles, but it's a testament to this university, and to the students, faculty, employees, alumni and friends who believe in it and work hard every day for its success, that we've made such exciting progress.

This annual report offers a chance to share our accomplishments over the past year and provide quantitative assessments of our progress.

You'll see the creative and inspiring work of our Vandal students. You'll see how our research enterprise continues to set milestones in innovation and discovery, including a new U of I record of \$109.5 million in annual expenditures. You'll see that when they're not busy teaching classes or mentoring students, our faculty produce dynamic scholarship, garner recognition as members of major academies and earn prestigious awards. You'll see our university making important strides on critical projects such as the Idaho Central Credit Union Arena, bolstered this year with a \$10 million naming rights gift from ICCU.

We've also continued to build on our leadership in student success. The university is focused

on bringing more students into the life-changing experience of a Vandal education. We're supporting student persistence, too, and first-to-second-year retention rates are above 80 percent. And Vandal graduates continue to earn unmatched career success, bringing their skills and perspectives to help companies, organizations and communities around the world grow and prosper.

No institution of our size and scale is immune to challenges, and this year we've had our share, an impending transition as I enter my last year as U of I president among them. But it's an honor to serve as U of I's president in no small part because I am surrounded by so many others committed to excellence. What we can accomplish, and what we can mean to the state of Idaho and the world, will inspire us to continue the great progress we have made.

United in a belief in this university, and in the powerful impact each person can exert, the Vandal Family will continue to explore new territory and deliver the brave and bold leadership our times demand.


President Chuck Staben



IDAHO IMPACT

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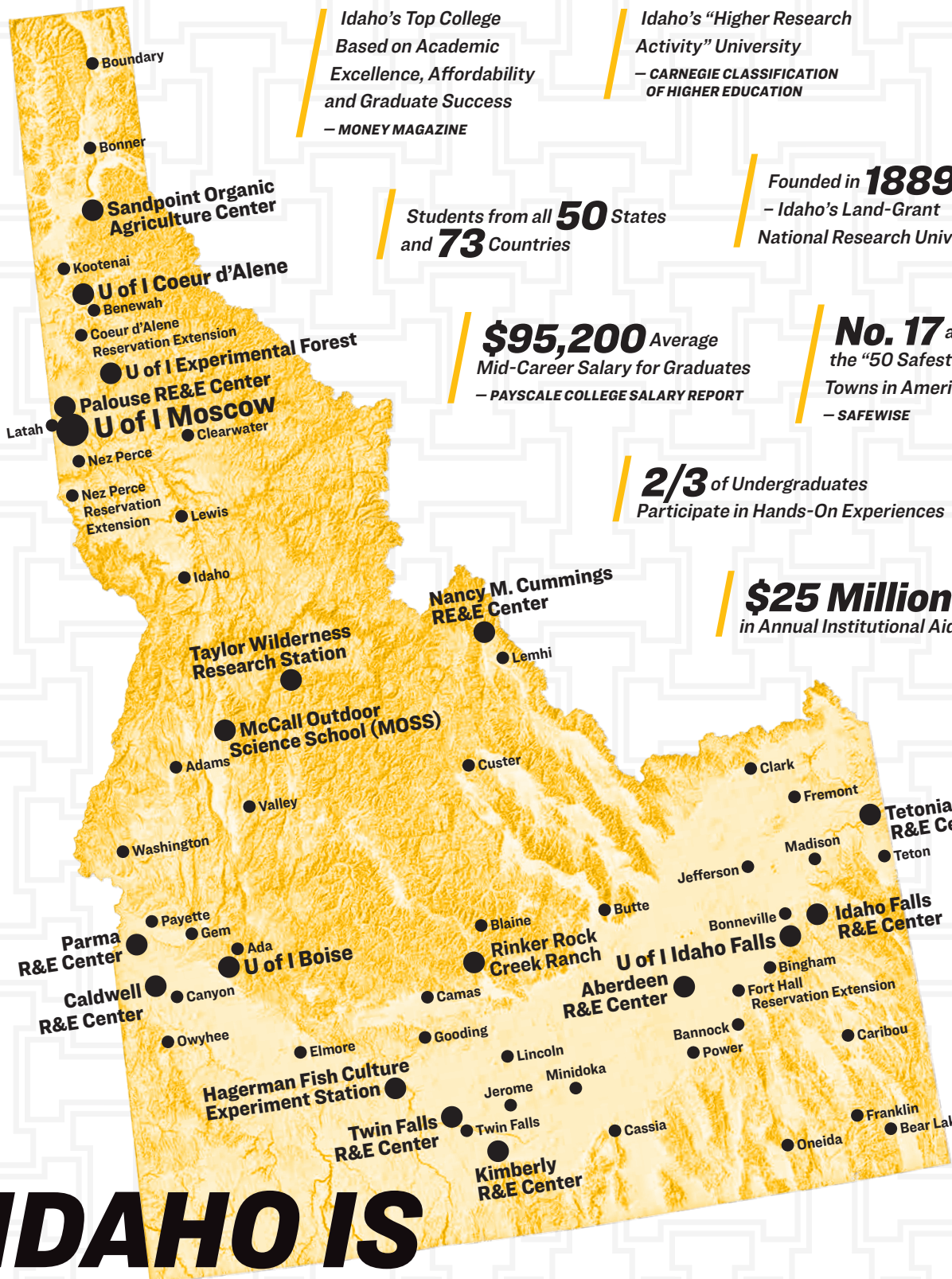
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Idaho's Top College
Based on Academic
Excellence, Affordability
and Graduate Success
— MONEY MAGAZINE

Idaho's "Higher Research
Activity" University
— CARNEGIE CLASSIFICATION
OF HIGHER EDUCATION

Students from all **50** States
and **73** Countries

Founded in **1889**
— Idaho's Land-Grant
National Research University

\$95,200 Average
Mid-Career Salary for Graduates
— PAYSACLE COLLEGE SALARY REPORT

No. 17 among
the "50 Safest College
Towns in America"
— SAFEWISE

2/3 of Undergraduates
Participate in Hands-On Experiences

\$25 Million
in Annual Institutional Aid

IDAHO IS OUR CAMPUS

Facilities and Programs
in 42 of 44 Counties



MISSION

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



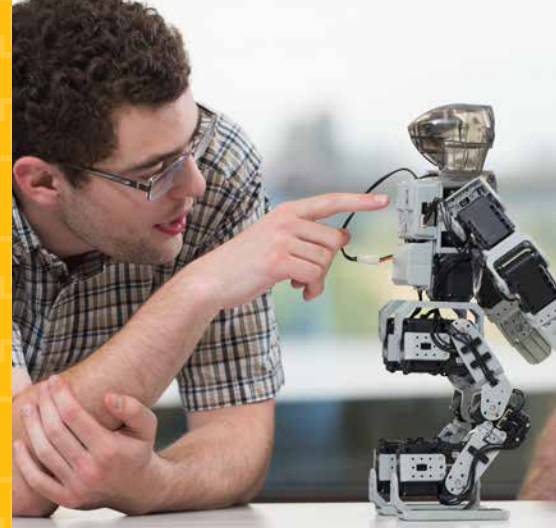
VALUES

- Excellence
- Respect
- Integrity
- Perseverance
- Sustainability



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.





USING GENETICS TO UNDERSTAND WILDLIFE POPULATIONS

In the mid-2000s, Newfoundland’s prized woodland caribou experienced a population decline. Officials began to worry that a growing number of carnivores were killing too many of the herds’ calves.

Unraveling the mystery required DNA swabs, radio tracking and helicopters flying in scientists to examine the kill site.

At the heart of the science required to find a solution is Lisette Waits. Now a distinguished professor at the University of Idaho’s College of Natural Resources, Waits is known around the world for her works in conservation genetics, landscape genetics and molecular ecology.

As a geneticist, Waits assisted a team of graduate students, including U of I doctoral student Matt Mumma, from the U.S. and Canada in collecting DNA from the wound tracks of killed caribou. Waits was able to analyze the DNA to identify which species of predators was the problem. The culprit: coyotes and American black bears.

Waits’ techniques are known as non-invasive genetic sampling: Researchers collect fecal samples, saliva, feathers, urine and hair — gathered from habitats or caught on barbed-wire snares — to track populations of

animals, study breeding behavior and make population estimates.

The science has required years of research and technique development to perfect. Waits was involved in the science as it was originally being developed as a post-doctoral researcher studying brown bears in France more than 20 years ago. She is internationally recognized as an expert in the field.

“”

“...now, we’re able to answer questions that you can’t answer any other way.”

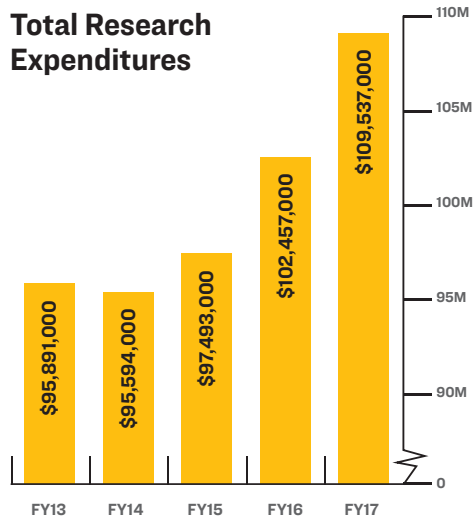
– LISETTE WAITS

In fall 2017, Waits’ expertise and contributions to the field earned her multiple honors: In September, she was named a Wildlife Society Fellow. In October, she received the Jean’ne M. Shreeve NSF EPSCoR Research Excellence Award; and in November she was named a 2017 Fellow of the

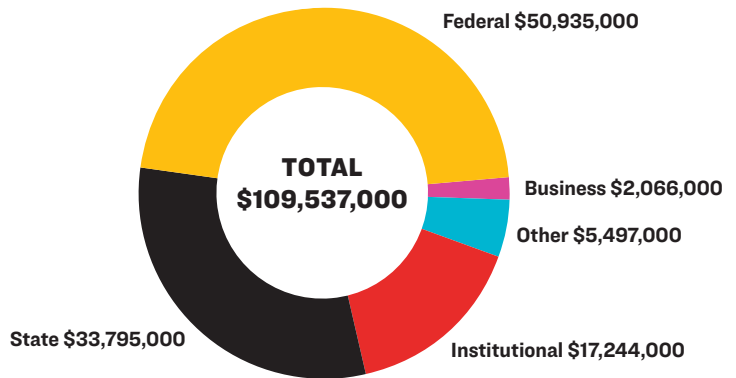
American Association of the Advancement of Science (AAAS), a prestigious recognition from the world’s largest general scientific society.

“Twenty years ago, we were just starting to develop techniques that allowed us to do something useful with the amount of DNA we could get from saliva and fecal samples,” Waits said. “Twenty-five years ago, there wasn’t too much that geneticists could have done to be helpful to a wildlife biologist. But now, we’re able to answer questions that you can’t answer any other way.”

Total Research Expenditures



Total Research Expenditures by Funding Source



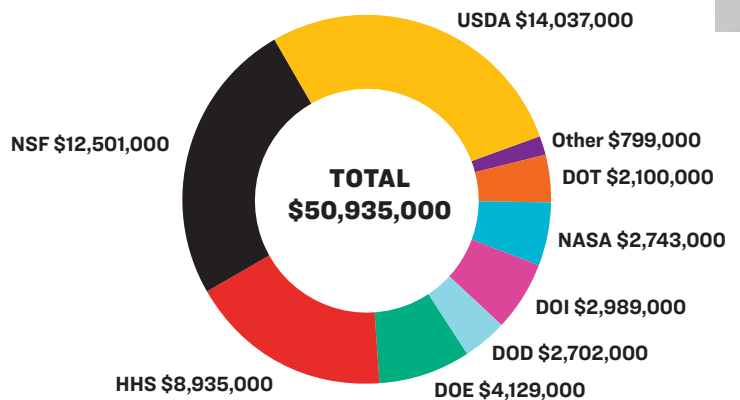
RESEARCH ACTIVITY AND EXPENDITURES

FY 2017 expenditures as reported to the National Science Foundation's Higher Education Research and Development (HERD) Survey

Summary of Sponsored Project Activity

SPONSORED PROJECTS	NUMBER	AMOUNT
Proposals Submitted	951	\$255,925,000
AWARDS RECEIVED	NUMBER	AMOUNT
New Awards	434	\$53,981,000
Other Actions	247	\$24,002,000
TOTAL AWARDS	681	\$77,983,000

Federal Research Expenditures by Sponsoring Agency



TAKING ON HEALTHCARE CHALLENGES



Idaho has many experienced, dedicated healthcare practitioners committed to patient care. But with one of the nation's lowest rates of physicians per capita, and a pronounced lack of specialty care providers, Idaho's remote and underserved communities face daunting challenges – rapidly escalating rates of opioid abuse and heroin possession and a 50 percent increase in age-adjusted mortality from 2008 to 2015 among them.

Project ECHO (Extension for Community Healthcare Outcomes), an innovative healthcare outreach program offered through the Idaho WWAMI program at U of I, aims to tackle that problem.

The heart of the program's model is its hub-and-spoke knowledge-sharing networks, led by expert teams (hubs) of specialists who conduct bi-weekly, one-hour virtual clinics with community providers (spokes) in far-flung areas to teach and discuss healthcare issues and approaches. Through June, participants included Idaho's six-member expert panel hub, based in Boise, and 81 providers from 42 spoke sites. Providers seeking advice in the sessions include primary care doctors, nurse practitioners, pharmacists, registered nurses, social workers and more – a broad range of medical professionals eager to learn and apply specialist expertise to improve health and save lives in their communities.

Sessions include a didactic lecture with technical information on a topic, ranging from prescribing opioids

to understanding pain management to assessing and delivering treatment options. A provider then presents a de-identified case to the expert panel and other providers for review. The conversation that follows, with diagnostic and treatment advice, exemplifies what Idaho WWAMI Regional Dean and Director Jeff Seegmiller calls a "community of learners" who can solve unique challenges.

"The community is actually solving Idaho problems in an Idaho context," Seegmiller said. "Some things that work in Boise don't work in Kendrick, or in Lewiston. But somebody in Lewiston might have a suggestion on how to solve a problem. Project ECHO is actually a workforce multiplier for clinicians to learn how to do things specialists would normally do. That increased capacity improves access to quality care."

Project ECHO has continued sessions into fall 2018, with behavioral health an additional, related focus, funded from a new, three-year Substance Abuse and Mental Health Services Administration grant. Seegmiller is excited about the possible impact for Idaho that robust funding brings.

"Our goal is to move the dial on our specific needs," he said. "Behavioral health and opioids are important, but we could also create something Idaho-specific for geriatric medicine, palliative care, and chronic pain – and on and on."

VANDAL IDEAS PROJECT: ENGAGE

In its second year, the Vandal Ideas Project – the university’s internal, interdisciplinary grant program – distributed **\$300,000** across seven faculty, staff and student projects to develop bold new ideas aligned with the Strategic Plan’s “Engage” focus on improving Idaho’s college-going rate. Projects launched in fall 2017, with several continuing.

Idaho Drone League (iDrone)

The Idaho Drone League engages students through an immersive experiential STEM-based learning program. iDrone introduced seventh- to 11th-grade students to basic concepts in automatic control, robotics and unmanned aerial systems in three different three-day workshops across the state.

Principal investigators: Jae Ryu, College of Agricultural and Life Sciences; Sonya Kirsten LaPaglia, College of Education, Health and Human Sciences

University of Idaho Go-On (I-GO)

U of I placed recent college graduates as advisors in Nampa, Caldwell and Skyview high schools. Advisors offered more than 8,300 contact points, participated in 71 different events and gave 130 group presentations – critical support for college and career counselors.

Principal investigator: Dean Kahler, Strategic Enrollment Management

UIdahoX: Changing Idaho’s Perceptions About College to Increase Go-On Rates

Using the popular TED talk format to change the narrative of college education from “job-readiness” to “life-readiness,” students in sixth through 12th grade with outstanding ideas connected with U of I for coaching, peer mentoring and research activities while competing for a college scholarship and TEDxUIdaho talk.

Principal investigators: Yvonne Nyavor, graduate student, College of Science; David Pfeiffer, College of Science

Build Your Future: Connecting Career Exploration and Higher Education

Build Your Future, a peer-reviewed national 4-H curriculum, was taught to 200 young people across 10 sites throughout Idaho. Highly involved participants could attend the summer 2018 State Teen Association Convention in Moscow for a four-day on-campus experience.

Principal investigators: Brian Luckey, Carrie Johnson, Suzann Dolecheck, Nanzy Shelstad, U of I Extension and State 4-H Youth Development

Caminos al Futuro (Paths to the Future)

Caminos al Futuro tests an approach to improving postsecondary readiness with 40 Idaho Hispanic eighth-through 12th-graders in Jerome. During the three-year project, existing U of I services are integrated and enhanced for delivery to students and families.

Principal investigator: Yolanda Bisbee, Office of Equity and Diversity

Becoming Brave and Bold

Becoming Brave and Bold provides an exclusive K-12 dual-credit transition course, “Discover U,” to help students thrive personally and academically in higher education and beyond. An on-campus pilot in spring 2018 was available for 23 students and Moscow and Troy high schools are offering a fall 2018 program.

Principal investigators: Shawna Bertlin, Erin Doty, College of Letters, Arts and Social Sciences

Increasing the Go-On Rate in Southeast Idaho Through the Nexus of Food, Energy and Water

A student-designed project created a mentorship program in Eastern Idaho high schools for senior projects that addressed the nexus of food, energy and water. Mentors, drawn from leadership across public and private sectors, helped guide and encourage young adults.

Principal investigators: Kelley Verner, graduate student, R.A. Borrelli, College of Engineering; Emma Redfoot, Jieun Lee, Seth Dustin, John Peterson, graduate students, College of Engineering; Marc Skinner, U of I, Idaho Falls

EXPLORING A NEW OPPORTUNITY IN COMPUTER SCIENCE

When Adrian Beehner graduated from North Idaho College with an associate degree in 2016, he was prepared to move to Moscow to complete his bachelor's degree. But then the University of Idaho College of Engineering and NIC announced a four-year computer science program in Coeur d'Alene. It allows students to complete two years at NIC, then two years at U of I Coeur d'Alene through the Department of Computer Science.

"All of a sudden there was a huge opportunity," Beehner said. "It was such an easy process. U of I just checked my transcript and I was good to go."

A native of the Silver Valley, it was important to Beehner to stay close to home when he started college, especially as he hadn't firmly settled on a career path. He initially considered becoming a dentist, and started studying biology at NIC.

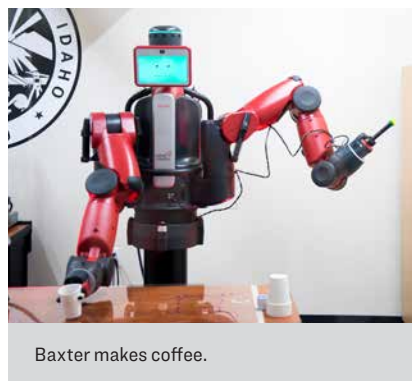
"I did a year, and knew it wasn't going to work out," he said. "I knew I was good at math so I tried to find

something I could do with that. Computer science was a perfect fit because I like math and technology, especially with my childhood."

Beehner grew up playing video games, an entry point into the world of technology that planted the seed of a future in computer programming. The new four-year program offered that natural interest a chance to grow into a viable academic and career path. At U of I Coeur d'Alene, Beehner was able to immediately start the upper-division courses to finish his computer science degree.

"U of I was really different because you have choice in exploring different topics. It was a huge eye-opener to be involved with robotics here," he said.

Beehner was involved with projects revolving around Baxter, a humanoid robot weighing about 400 pounds and located in U of I's new Innovation Den in downtown Coeur d'Alene. Beehner helped program Baxter to make coffee with a Keurig machine.



Baxter makes coffee.



THRIVING IN THE GLOBAL STUDENT SUCCESS PROGRAM

Seeking the right environment to prepare for American academics, Fauwial Farid Khan joined the Global Student Success Program (GSSP) at the University of Idaho in February 2018. The master's student from Mumbai, India, was drawn to the university's emphasis on sustainability reflected in programs like the Sustainability Center, as well as research areas such as geothermal energy.

Studying technology management in the College of Engineering, Khan has immersed himself in the academic and cultural life of the university as part of GSSP. He's the project management chair for the Vandal Clean Energy Club, a team working on a solar-powered, biodiesel fuel pump. Between classwork and organizations, he goes hiking and has met new friends from America and abroad.

The GSSP pathway program, a partnership with global higher education provider Navitas, started at U of I in fall 2017. It offers a first-year experience to prepare international students for success through academic coursework, English language support, study skills development and other services. A class taught by environmental psychology Professor Traci Craig — focused on everything from APA style to publishing research to patent infringement — left Khan more confident in his academic writing.

Overall, he's thriving as a Vandal.

"You have to have courage to leave your home country and start something new," he said. "But I feel like we're flourishing, all the international students, not just the GSSP students."

The partnership with Navitas means an expanded international recruiting reach through 26 regional offices and thousands of agent partnerships. Through spring 2018, more than 70 GSSP students hailed from 15 countries. One student, from Kyrgyzstan, became U of I's first Master of Laws (LL.M) student through the College of Law. Seven students have so far earned a perfect 4.0 GPA.

"We think of ourselves as the nuclear family for these students," said Andrew Brewick, GSSP executive director. GSSP collaborates with the International Programs Office and the American Language and Culture Program, and connects students with the Vandal Success Center for Career Services, writing support and tutoring. "What we're really trying to do is instill and grow the skills students need to succeed in their programs and be exemplary community members."

As he eyes graduation in 2020, Khan is looking for career opportunities as a sustainability analyst or project manager with a company that shares his values. The GSSP is also looking toward the future — after a strong first year, the fall 2018 cohort is nearly double that of a year ago.



BUILDING OUR FUTURE

Idaho Central Credit Union Arena

The 4,200-seat Idaho Central Credit Union Arena moved toward the finish line in January 2018 with ICCU's \$10 million naming rights gift. The standalone facility – imprinted with a unique, wood-engineering design – will support student-athletes, strengthen recruiting, rally fan excitement, and improve the residential campus environment. Groundbreaking is anticipated for spring 2019.

ARI Aquatic Animal Research Facility

The Aquaculture Research Institute's new, \$2.9 million Aquatic Animal Research Facility opened fall 2018 at U of I in Moscow, enhances the research and educational capabilities of the internationally recognized institute. The facility expands research capacity on sustainable feeds, larval rearing and reproduction to a range of commercially important freshwater and marine fish species.

Idaho WWAMI Laboratories and Classrooms

The new downtown Gritman Medical Center Office Building, which opened summer 2018, offers a state-of-the-art anatomy lab and other teaching spaces for the Idaho WWAMI Medical Education Program. The university is also renovating the on-campus WWAMI facility in Moscow; the \$4.6 million project, in progress and slated for completion by May 2019, is funded in part by the Permanent Building Fund.

Idaho Center for Agriculture, Food and the Environment

The proposed Idaho CAFE project supports Idaho's growing dairy and food processing sectors. With \$10 million designated from the Permanent Building Fund, U of I is defining the project, raising funds and choosing locations for a research dairy, a separate outreach and education center and a food processing pilot plant at the College of Southern Idaho.

Nancy M. Cummings Research, Extension and Education Center Classroom and Office Building

U of I's primary cow-calf and forage research station, the Nancy M. Cummings Research, Extension and Education Center in Carmen, conducts beef cattle research, provides educational opportunities for students and offers continuing education. Modern, flexible classroom and office space at the building will help the center fulfill that mission. The \$2.7 million facility's completion is anticipated by November 2019.

University House

University House will provide a new executive residence and space for official events and activities. The contemporary design also features historical elements such as the masonry fireplace and Basque-carved front doors. The 5,200-square-foot, \$1.9 million facility was funded in part by \$1.3 million in private giving through the University of Idaho Foundation. Completion is anticipated for spring 2019.

University of Idaho Library

Completed in 2018, the \$530,000 renovation of the Library second floor refreshes student spaces for the Tutoring and College Success tutoring services, the Statistics Assistance Center, a Writing Center satellite location, The Studio media production lab and the Center for Digital Inquiry and Learning. The Library's first floor was renovated in 2015-16.



U OF I IN ACTION

INNOVATE

- Received recognition for excellence in research and scholarship:
 - Christine Parent and Eric Mittelstaedt, both in the U of I College of Science, earned National Science Foundation Faculty Early Career Development (CAREER) awards, along with a combined \$1.7 million in research funding.
 - Greg Moller, College of Agricultural and Life Sciences faculty researcher, was elected a fellow in the National Academy of Inventors for innovative work cleaning wastewater in Idaho and worldwide.
 - Lisette Waits, College of Natural Resources faculty member and a university distinguished professor, was named a 2017 fellow of the American Association for the Advancement of Science for internationally recognized molecular ecology research.
 - Lee Ostrom, in the College of Engineering, received a Fulbright Specialist award to Aalto University in Helsinki, Finland, working to improve safety in physics and chemistry laboratories.
- Fueled clean energy innovation through the Department of Energy’s Nuclear Energy University Program as researchers Richard Christensen and Krishnan Raja each began three-year funded projects.
- Showcased thought-provoking work at the U of I Prichard Art Gallery, including a National Endowment for the Arts and Idaho Commission for the Arts-funded exhibit highlighting wildland firefighters, a collaboration with the College of Natural Resources Forest, Rangeland and Fire Sciences program.
- Celebrated the naming of the Rinker Rock Creek Ranch, a 10,000-acre rangeland property in Blaine County, where research at the intersection of conservation, grazing and recreation is underway.
- Advanced the science on biofuel sustainability with the awarding of a \$750,000 Department of Energy grant to

College of Natural Resources Assistant Professor Tara Hudiburg.

- Earned \$5 million in National Institutes of Health funding to study antibiotic drug resistance, vaccine production and malaria treatment – the multiyear awards went 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.

ENGAGE

- Launched the 2017-18 Vandal Ideas Project: Engage initiative, funding seven proposals that split \$300,000. The interdisciplinary projects addressed improving Idaho’s college-going culture.
- Joined the State Board of Education’s Apply Idaho common application initiative, part of the Next Steps program. Apply Idaho allows Idaho students to submit applications to all Idaho colleges and universities at one time, without paying any application fees.
- Embraced a “durable admissions” policy to allow students to defer admissions to U of I for up to four years. Students can now complete a religious mission, military service, a gap year or other life experience before seamlessly returning to their college plans.
- Achieved a new record for donor support – 10,437 donors gave \$42,666,652 for U of I scholarships, research opportunities, programs and initiatives. Vandal Giving Day success totaled \$483,207 from 1,359 gifts, including \$50,000 in U of I Foundation support.
- Expanded the Western Undergraduate Exchange (WUE) program to students in 16 Western states and territories. Beginning in fall 2018, newly admitted students from those states may qualify for the WUE rate of 1.5 times the in-state rate, a savings of \$12,500 per year, per student over out-of-state rates, and renewable for four years.

TRANSFORM

- Grew enrollment past 12,000 students in fall 2017, U of I's second consecutive increase. International student enrollment increased. Dual-credit participation increased 23 percent from 2016 to 2017.
- Increased first-to-second-year retention from 77 percent to 82 percent for fall 2017, in part by streamlining and consolidating student-focused services, including through the Vandal Success Center.
- Formed a Vandal Success Coalition to pursue the implementation of a centralized advising structure.
- Demonstrated excellence in academics, earning distinguished awards:
 - Vandals Stephen Hancock and Emma Redfoot completed a semester as Idaho National Laboratory graduate fellows, joining an inaugural cadre of 11 students drawn from across the nation.
 - Senior J. Tyrell Styhl landed a National Science Foundation Graduate Research Fellowship, with plans to study sage grouse in Idaho, under mentorship from U of I professors.
 - U of I students Alexandra Flores and LeeAnn Hold received awards from the Arnold and Mabel Beckman Foundation's Beckman Scholars Program to support research in biology and biological engineering. U of I is one of only 12 institutions nationwide receiving the award.
 - Jacob Sannon, a 2017 Vandal Football player, was named to the 2017 CoSIDA Football Academic All-America First Team, becoming U of I's first first-team Academic All-American since 1973.
 - Senior journalism major Ian Han earned a Boren Scholarship to study Swahili in Tanzania. The David L. Boren Scholarship and Fellowship program emphasizes language and international skills in countries critical to national security and stability.
 - Six Vandals received highly competitive scholarships and semester-long experiences abroad through the Benjamin A. Gilman International Scholarship Program: Estefania Cervantes, Cole Keehner, Alexandria Campbell, Storm Jansson, Terrun Zolman, Jamie Waters.

- Expanded education focused on agricultural commodity and financial risk management with a \$2 million gift from The Idaho Wheat Commission. The endowed chair of risk management expands collaboration between the College of Agricultural and Life Sciences and the College of Business and Economics.
- Saw the first cohort of first-year law students take to the classroom in fall 2017 in the Idaho Law and Justice Learning Center, the new home of the three-year juris doctorate program in Boise.
- Initiated a unique partnership with the Fenway Group to provide technology-focused work and mentorship opportunities with top-tier companies for students interested in information systems and computer science careers.

CULTIVATE

- Hosted the joint Women's Leadership Conference with Washington State University. The "Lifting As We Climb" theme was designed to offer professional development opportunities, empower women and encourage women to achieve their career goals. The conference was institutionalized as an alternate-year, collaborative activity funded by joint donor funds.
- Increased international student enrollment 7.3 percent over fall 2016, including a 49 percent increase in new international students. Initiated the Global Student Success Program pathway for international students, a partnership with Navitas.
- Made progress on market-based compensation, up from 88 percent to 94 percent of target salaries for staff. A high priority based on the University Budget and Finance Committee process, the compensation initiative for staff and faculty was funded by an Idaho State Board of Education-required Program Prioritization process.
- Brought teaching assistants closer to market wages through the market-based compensation initiative.
- Renewed a five-year agreement to support the statewide cultural and language programs of the Confucius Institute and hired new American and Chinese co-directors, Jeffrey Kyong-McClain and Dr. Jianxin Zhou, respectively. Offered a table-tennis focus, including a class taught by a ranked Chinese player, in Moscow.

**INNOVATE
ENGAGE
TRANSFORM
CULTIVATE**

PRIORITY INSTITUTIONAL METRICS

The University of Idaho uses metrics to guide its efforts and task prioritization. Each of the major goals that follow has an articulated list of metrics, the focus of cascaded plans. But each goal also has one or two key metric(s) that guide the evolution of the Strategic Plan from an institutional level, as well as several other key metrics, including relevant metrics contained within the State Board of Education Strategic Plan. The key institutional metrics include:

Performance Measures		Baseline	Jul-17	Jul-18	Jul-19	Waypoint 2 July 2022	Final Target
Terminal Degrees (Ph.D., MFA, etc.)	Target		285	300	325	380	425
	Actual	275	236	230			
Societal Impact (Go-On)	Target		35%	40%	42%	43%	45%
	Actual	N/A	35%	40.6%			
Enrollment (Heads)	Target		12,000	12,500	13,000	15,000	17,000
	Actual	11,534	11,780	12,072	11,841		
Equity Metric: First-term GPA & Credits	Target		80% 80%	85% 85%	90% 90%	95% 95%	100% 100%
	Actual	75% 75%	87.5% 75%	75% 75%			
“Great Colleges to Work For” Survey	Target		Survey Avg in 3rd Group (of 5) (56%)	Survey Avg in 3rd Group (of 5) (62%)	Survey Avg in 4th Group (of 5) (66%)	Survey Avg in 4th Group (of 5) (70%)	Survey Avg in 4th Group (of 5) (73%)
	Actual	N/A	Avg in 3rd Group (of 5) (57%)	Avg in 3rd Group (of 5) (55%)			

Goal 1:

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

Scholarly and creative work with impact

Objective A:

Build a culture of collaboration that increases scholarly and creative productivity through interdisciplinary, regional, national and global partnerships.

Indicators: Increases in research expenditures and scholarly/creative works derived from collaborative partnerships.

Objective B:

Create, validate and apply knowledge through the co-production of scholarly and creative works by students, staff, faculty and diverse external partners.

Indicators: Increased number of terminal degrees and non-faculty scholars (e.g. post-doctoral researchers), increased number of undergraduate and graduate students supported on extramural funds and increased percentage of undergraduates participating in research.

Objective C:

Grow reputation by increasing the range, number, type and size of external awards, exhibitions, publications, presentations, performances, contracts, commissions and grants.

Indicators: Increase in above measures as well as invention disclosures.

Performance Measures		Baseline	Jul-17	Jul-18	Jul-19	Waypoint 2 2022	Final Goal 2025
1.1 Terminal degrees in given field (Ph.D., MFA, etc.)	Goal		285	300	325	380	425
	Actual	275	236	230			
1.2 Number of Postdocs, and Non-faculty Research Staff with Doctorates	Goal		70	75	80	100	120
	Actual	66	102	92			
1.3 Research Expenditures (\$ Million)	Goal		100	105	115	135	160
	Actual	95	102	109.5			
1.4 Invention Disclosures	Goal		20	25	30	40	50
	Actual	14	21	24			
1.5 Number of undergraduate and graduate students paid from sponsored projects (PMR)	Goal		598 (UG) & 597 (GR) 1,195 Total	610 (UG) & 609 (GR) 1,237 Total	622 (UG) & 621 (GR) 1,268 Total	660 (UG) & 659 (GR) 1,320 Total	687 (UG) & 686 (GR) 1,373 Total
	Actual	575 (UG) & 574 (GR) 1,149 Total	598 (UG) & 597 (GR) 1,195 Total	765 (UG) & 500 (GR) 1,265 Total			
1.6 % of students involved in undergraduate research (PMR)	Goal		68%	69%	71%	74%	75%
	Actual	66%	65%	61%			

ENGAGE

Goal 2:

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

Outreach that inspires innovation and culture

Objective A:

Inventory and continuously assess engagement programs and select new opportunities and methods that provide solutions for societal or global issues, support economic drivers and/or promote the advancement of culture.

Indicators: Number of University of Idaho Extension direct contacts with communities.

Objective B:

Develop community, regional, national and/or international collaborations that promote innovation and use University of Idaho research and creative expertise to address emerging issues.

Indicators: Number of active responses/programs in progress that seek to address the identified societal issues or collaborate with communities on research, the arts or cultural enhancement as reflected by the percentage of faculty collaboration with communities (reported in Higher Education Research Institute survey) as well as total economic impact assessment (Emsi.).

Objective C:

Engage individuals (alumni, friends, stakeholders and collaborators), businesses, industry, agencies and communities in meaningful and beneficial ways that support the University of Idaho's mission.

Indicators: National Survey on Student Engagement (NSSE) service learning metric, alumni participation rate and dual-credit engagement.

Performance Measures		Baseline	Jul-17	Jul-18	Jul-19	Waypoint 2 2022	Final Target 2025
2.1 Go-On Impact	Target		35%	40%	42%	43%	45%
	Actual	N/A	35%	40.6%			
2.2 Number of Direct U of I Extension Contacts	Target		348,000	359,000	370,000	375,000	380,000
	Actual	359,662	360,258	405,739			
2.3 % Faculty Collaboration with Communities (HERI)	Target		61%	63%	65%	68%	70%
	Actual	57%	57%	57%			
2.4 NSSE Mean Service Learning, Field Placement or Study Abroad	Target		56%	58%	60%	66%	72%
	Actual	52%	52%	52%			
2.5 Alumni Participation Rate	Target		9%	10%	11%	13%	15%
	Actual	9%	10%	10.3%			
2.6 Economic Impact (\$ Billion)	Target		1.1	1.2	1.3	1.7	2
	Actual	1.1	1.1	1.1			
2.7 Dual Credit (PMR) a) Total Credit Hours b) Unduplicated Headcount	Target		a. 6,500 b. 1,200	a. 6,700 b. 1,250	a. 6,700 b. 1,250	a. 6,700 b. 1,250	a. 6,700 b. 1,250
	Actual	a. 6,002 b. 1,178	a. 10,170 b. 2,251	a. 12,004 b. 2,755			

Goal 3:

Increase our educational impact.

Educational experiences that improve lives

Objective A:

Provide greater access to educational opportunities to meet the evolving needs of society.

Indicators: Total number of enrolled students and conferred degrees (both undergraduate and graduate).

Objective B:

Foster educational excellence via curricular innovation and evolution.

Indicators: Increased retention, numbers of graduates, National Survey on Student Engagement High-Impact Practices score and reductions in remediation via curricular innovation.

Objective C:

Create an inclusive learning environment that encourages students to take an active role in their student experience.

Indicators: Measures educational parity and retention rates (for new and for transfer students).

Performance Measures		Baseline	Jul-17	Jul-18	Jul-19	Waypoint 2 2022	Final Target 2025
3.1 Enrollment	Target		12,000	12,500	13,000	15,000	17,000
	Actual	11,534	11,780	12,072	11,841		
Equity Metric: First term GPA & Credits (% Equivalent)	Target		80% 80%	85% 85%	90% 90%	95% 95%	100% 100%
	Actual	75% 75%	87.5% 75%	75% 75%			
3.3 Retention – New Students (PMR)	Target		82%	83%	84%	87%	90%
	Actual	77%	77%	82%	80.75%		
3.4 Retention – Transfer Students (PMR)	Target		77%	78%	79%	82%	85%
	Actual	83%	83%	82%	81.31%		
3.5 Graduates (All Degrees):	Target		2,900	2,950	3,000	3,500	4,000
	Actual	2,861	2,668	2,487			
a) Undergraduate Degree (PMR)	Target		1,800	1,800	1,850	2,200	2,500
	Actual	1,767	1,651	1,570			
b) Graduate / Prof Degree (PMR)	Target		700 130	750 130	800 150	850 170	1,000 200
	Actual	741 123	584 122	543 143			
c) % of enrolled UG that graduate (PMR)	Target		20%	20%	20%	20%	20%
	Actual	20%	20%	retired*			
d) % of enrolled Grad students that graduate (PMR)	Target		29%	30%	31%	33%	35%
	Actual	29%	30%	retired*			
3.6 NSSE High Impact Practices	Target		70%	70%	75%	80%	85%
	Actual	67%	67%	73%			
3.7 Remediation a) Number b) % of first-time freshmen (PMR)	Target		a. 153 b. 14%	a. 158 b. 14%	a. 142 b. 12%	a. 124 b. 10%	a. 103 b. 8%
	Actual	a. 162 b. 14%	a. 230 b. 19%	a. 217 b. 19%			

*retired by the State Board of Education

CULTIVATE

Goal 4:

Foster an inclusive, diverse community of students, faculty and staff and improve cohesion and morale

A valued and diverse community

Objective A:

Build an inclusive, diverse community that welcomes multicultural and international perspectives.

Indicators: Increased multicultural student enrollment, international student enrollment, percent of multicultural faculty and staff.

Objective B:

Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff.

Indicators: Improved job satisfaction scores and reduced staff turnover rate.

Objective C:

Improve efficiency, transparency and communication.

Indicators: Invest resources wisely to enhance end-user experiences (e.g. more customer service-oriented) and maintain affordability for students (cost per credit hour and SBOE efficiency measure).

Performance Measures		Baseline	Jul-17	Jul-18	Jul-19	Waypoint 2 2022	Final Target 2025
4.1 "Great Colleges to Work For" Survey	Target		Survey Avg in 3rd Group (of 5) (56%)	Survey Avg in 3rd Group (of 5) (62%)	Survey Avg in 4th Group (of 5) (66%)	Survey Avg in 4th Group (of 5) (70%)	Survey Avg in 4th Group (of 5) (73%)
	Actual	N/A	Avg in 3rd Group (of 5) (57%)	Avg in 3rd Group (of 5) (55%)			
4.2 Multicultural Student Enrollment (heads)	Target		2,922	3,130	3,305	4,000	4,300
	Actual	2,415	2,678	2,799	2,764		
4.3 International Student Enrollment (heads)	Target		800	950	1,100	1,500	2,000
	Actual	712	664	717	755		
4.4 Full-time Staff Turnover Rate	Target		17.0%	16.0%	15.0%	12.0%	10.0%
	Actual	17.6%	15.70%	17.0%			
4.5 % Multicultural a. Faculty and b. Staff	Target		a. 20% b. 13%	a. 21% b. 14%	a. 22% b. 15%	a. 23% b. 17%	a. 25% b. 18%
	Actual	a. 19% b. 11%	a. 19% b. 13%	a. 22.1% b. 13.0%			
4.6 Cost per credit hour (PMR)	Target		\$355	\$366	\$377	\$412	\$450
	Actual	\$335	\$355	\$383			
4.7 Efficiency (graduates per \$100K) (PMR)	Target		1.26	1.32	1.37	1.54	1.70
	Actual	1.20	1.10	0.97			



University
of Idaho