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February 11, 2005

TO: University of Idaho Community

FROM: Timothy P. White
President

A handwritten signature in cursive script that reads "Timothy P. White".

RE: University of Idaho Strategic Directions
A Plan for Renewal of People, Programs, and Place

OUTLINE

- Preface
- Background
- Aspirations, Vision, and Values
- Budget Deficit Elimination
- A Plan for Renewal
 - Renewal - People
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- Appendix B – Composite table of recurring and accumulated deficit reduction actions
- Appendix C – The themes of input received during open commentary to the UVRTF report

PREFACE

As I complete my first six months as President of the University of Idaho, I believe that I have learned enough about the university and state of Idaho to frame a set of decisions about our future that reflect your ideas, ideals, and aspirations.

As outlined above, the pathway to a distinctive future will be grounded in the articulation of aspirations, vision, and values, and a plan that eliminates our recurring and accumulated deficits, expresses a multi-year renewal commitment to focus on academic and institutional priorities, and reinvests in people, programs, and place.

It is a crucial time for higher education in our state and throughout the nation. The University of Idaho is on a journey that requires bold and thoughtful decisions, courage, commitment, and action. Transforming our University is a monumental undertaking, an invigorating challenge, and an uncommon opportunity.

Indeed, the genesis of this plan - a Plan for Renewal of People, Programs, and Place - comes from a combination of factors that have encouraged us to position the University for optimal impact and relevance for the changing needs and expectations of our diverse and global society.

A sense of urgency and immediacy is driven by the current fiscal problems. However, we cannot focus solely on today's adversities. Rather, it is imperative that we continue to look to the future and take action to create, protect, and enjoy that future.

This plan is grounded in our rich and proud heritage. It affirms an aspiration for prominence in the future and provides a path to achieve that goal. The Plan recognizes our evolving and vital role as Idaho's flagship research and land-grant University in contemporary society, as well as the changing bases of support necessary for excellence and quality in public higher education.

This plan is crafted around our identity as a student-centered, research-extensive, and engaged learning community; one that enhances and sustains local and global communities, environments and economies, and does so with learning that is enabled and enriched by a liberal arts and sciences education.

The Plan is a promise to:

- The State of Idaho and our constituents and stakeholders that we will excel in the fulfillment of our mission, and that we are thus worthy of enduring public and private support;
- Our students - past, present, and future - that our efforts and programs will bring pride and value to them, and that those programs be accessible, affordable, engaging, culturally competent, and welcoming;
- Our faculty and staff that they will be supported and encouraged in their work as together we advance the mission of the University; and
- Enrich the learning environment by attracting persons among us that reflect a diverse spectrum of experiences, perspectives, beliefs, and cultures.

Implementation of the Plan is predicated on an unprecedented level of shared leadership and performance throughout the University. Our campus community has decided that we absolutely will not be an institution that manages decline - we will continue to focus on achieving excellence and will do so together as a community.

Implementing the Plan will lead to several other changes in the manner that we provide, organize and administer our student services, our academic and research administration, our business services, and the non-academic administration. For all organizational changes, the guiding principle is that organizational form follows desired function such that effectiveness is improved, that we gain efficiencies whenever possible, and encourage entrepreneurial efforts.

The Plan for the University of Idaho requires strong and stable partnerships at many levels – the kinds of relationships that are transformational and have long-term impact. As we build excellence and prominence in our academic programs, we create leveraging opportunities with the public and private sectors.

The Plan will influence the development of our federal research agenda and the alignment and synergy of efforts with the University of Idaho Alumni Association and the University of Idaho Foundation. Together, we will be positioned to work effectively and efficiently to strategically advance the interests and mission of the University.

Our statewide programs are an integral part of the University and warrant support, attention, and encouragement to focus on the current and future needs of society.

William A. Ward has observed: “The pessimist complains about the wind; the optimist expects it to change; and the realist adjusts the sails.” As we embark on the journey ahead, we still have some rough seas to navigate. We will make some mistakes and need to abandon ideas that are not useful or for which the time has past. Indeed, imbedded in the Plan is the notion of *plasticity*, the capacity for ongoing change and adaptation as we continue to evolve. The Plan is dynamic, for a great University never reaches equilibrium.

As I think about the future and the many wonderful ideas that emerged from the University Vision and Resources Task Force report, I think also of a quote a colleague recently reminded me of from Robert Kennedy: “I dream of things that never were, and ask why not?”

We absolutely will succeed, pushed by need and pulled by opportunity, and by capitalizing on the energy, imagination, and spirit among us.

The Plan for the University of Idaho is ambitious and provides a beacon for a bright future for our University. You are invited on this journey, to shape the details and implement change, as we will not be as successful without your help and participation.

BACKGROUND

My understanding has been informed in several ways, the most prominent being:

- The report of the University Vision and Resources Task Force (UVRTF), September 2004 ;
- Input received during open commentary to the UVRTF report, October – November 2004;
- Discussions with several members of the faculty, student body, staff, deans, vice presidents, and provosts, along with stakeholders and constituents;
- State Board of Education 8-year Plan for Delivery of Academic Programs, dated June 17-18, 2004 and mission for the University of Idaho;

- Science and Technology Strategy Update and Action Plan 2004 – Moving Forward: Accelerating Idaho’s Innovation Economy, report to the Governor’s Science and Technology Advisory Council, October 2004;
- Kellogg Commission on the Future of State and Land-Grant Universities, six-report series 1997-2001;
- University of Idaho Financial Management and Administrative Restructuring Reviews, Final Report, Pappas Consulting Group Inc., April 2004; and
- Northwest Commission on Colleges and Universities Self-Study and Commission Report, Fall 2004.

While the UVRTF process began last spring, many of you at the University have been working to address our challenges since the fall of 2001, and I am grateful for those extensive efforts. Before my arrival at the University of Idaho, you eliminated more than 200 positions, merged colleges and reduced operating budgets by 5 to 15 percent.

Idaho, like other states in the Northwest, is experiencing change as its abundant natural resources and high quality of life attract new residents, and Idahoans seek to diversify and strengthen the economy. A more highly skilled workforce will characterize the 21st Century. The challenge for us is to bring best practices and state-of-the-art technology to bear on all sectors of the economy, including the traditional natural resource base, and to strengthen the quality of life we seek and enjoy through the environment, arts, theater, music, literature, and athletics.

Now is the time to initiate action as the imperative for change remains with us. The need to align our resources with focused priorities is pivotal for achievement of our aspirations for the future and to serve the people of Idaho, the nation, and the world.

As we eliminate our recurring and accumulated deficits, not all actions will be easy; several, regrettably, will cause discomfort and hardship for members of our community. Nonetheless, we must summon the will for change and exhibit the resolve to be successful. We will do so by remaining fully compliant with the spirit and letter of the policies of the University and State Board of Education. We will approach all decisions and circumstances with respect, compassion, and professionalism.

Based on input from faculty, students, staff, constituents, and stakeholders, the Plan for Renewal also contains three areas for investment that emerged from our deliberations. These areas can be characterized as renewal through focused reinvestments in people, programs, and place.

The reinvestments are predicated on conservative and obtainable revenue projections associated with the anticipated legislative appropriation and student fee processes over the next several years, by growth of our research enterprise and increased success in obtaining extramural grants and contracts, by enhanced entrepreneurial efforts, and by attracting additional private resources. Indeed, our base financial support will need to be supplemented by a strategic, coordinated, and robust development effort that results in new levels of private investment in the University.

Because of the inevitable uncertainty of forecasting multi-year resource acquisitions, the time it takes to achieve the goals that require public and private resources will vary

depending on our success in this regard, but we will not hesitate nor waver in our aspirational intent.

Articulation of our aspirations, vision, and values of the University of Idaho follows to continue our journey to a distinctive future. I have identified initial steps for priority action, each with a set of decisions that direct actions, and, in some cases, next steps in the process.

At the end of this document, there are three appendices: a) the University of Idaho Core Values; b) composite table of recurring and accumulated deficit reduction actions; and c) a summary of the themes of input from open commentary to the UVRTF report.

ASPIRATIONS, VISION, AND VALUES

We seek to serve and inspire the people of Idaho and the world as one of America's distinctive land-grant universities.

As Idaho's flagship research and land-grant University, the University of Idaho aspires to continue to be internationally recognized as a student-centered university with distinctive undergraduate, graduate and professional programs in instruction, research and creative activity, and engagement through service and engagement through outreach, including extension. On a foundation of liberal arts and sciences, the University of Idaho delivers programs of study in law; business; engineering; education; agricultural science; life, physical and social sciences; architecture; and natural resources. The University of Idaho supports the creative and performing arts, intercollegiate athletics, recreational/intramural sports, and an enriched and engaged student campus life experience.

We are committed to excel in the creation, dissemination, preservation, and application of knowledge for the good of Idaho and beyond. Thus, we embrace the vital roles of producing intellectual capital central to Idaho's prosperity and producing graduates who are strongly prepared to participate and lead in the global economy of today and future decades.

Because of our liberal arts and sciences foundation and innovative core curriculum, our graduates will have the capacity to think broadly, adapt to diverse environments, and have analytical skills, integrity, and critical thinking that allow them to live, work, compete, and prosper in a world increasingly characterized by complexity and change.

We hold a high ideal for the value of diversity in every dimension, as it enriches and expands our ability to learn and think. This is a wonderful asset upon which to capitalize. In pursuing our vision, we seek excellence as an outcome for our efforts, and we do so through a diversity of ideas, faculty, staff, and students.

We hold true to the principles of integrity, accountability, responsibility, truth, openness, transparency, and ethical behaviors in all of our transactions.

Our statewide land-grant mission, a mandate of President Lincoln and the Morrill Act of 1862, provides license and imperative for us to serve the state of Idaho as the campus of the University of Idaho, as we meet the educational and research needs of the people and contribute to their economic and social well-being.

Accordingly, while the Moscow campus remains the bedrock of our University, we are connected throughout the state by a strong presence and programs in Coeur d'Alene/Post Falls, Boise, Idaho Falls, and Twin Falls, in addition to other statewide instructional, outreach, and research centers and stations throughout Idaho.

The Coeur d'Alene/Post Falls region provides a special and compelling case of need, with over 60 percent growth over the past 15 years and projected growth of 5-7 percent per year in the future. Consequently, there is unmet need for additional educational services to be provided in this area, and we will pursue a leadership role in meeting this need – one of providing affordable access to high quality university programs for traditional and non-traditional students alike - working cooperatively and in partnership with others.

The opportunity in Idaho Falls is enhanced by the recent decision for Battelle to manage the new Idaho National Laboratory in partnership with the University of Idaho, Idaho State University, and Boise State University. This is a wonderful asset for our faculty, staff, students, and state.

In Boise, as the state's political, business, and population hub, there is strategic need for the University of Idaho presence and positive impact in selected areas of education, engineering, and technology to help public-private partnerships, economic development, architecture, and law.

The UVRTF report addressed a set of diverse but strongly connected strategic and financial issues grounded in a Statement of Vision and Values. Subsequent campus and community input on this statement sought emphasis and the need to articulate our commitment to undergraduate and professional education and high standards of integrity and ethics:

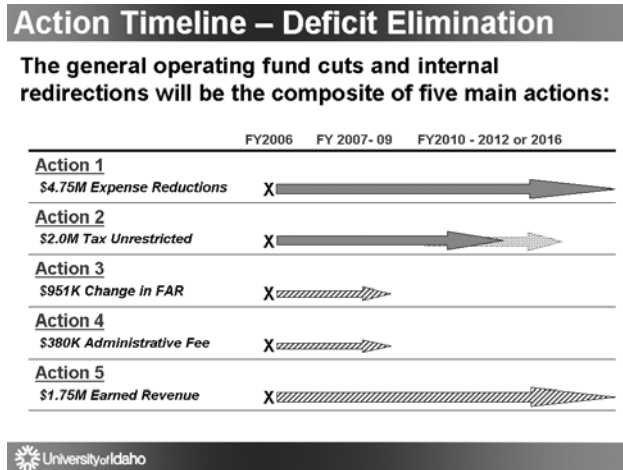
- **Vision:** The University of Idaho will be an internationally respected land-grant research, undergraduate, graduate, and professional education institution with a strong foundation in the liberal arts and sciences. We will emphasize strategically selected programs to serve and benefit the people of Idaho, the United States, and the world.
- **Values:** At the University of Idaho we will accomplish our Vision by being committed to a set of values that will inform and direct our decisions regarding how our University is to be constituted and administered. The values are detailed in Appendix A and include: to demonstrate excellence; to be student-focused; to share our passion for knowledge and discovery; to expect innovation and creativity; to establish and maintain a barrier-free community; to hold true to the principles of ethical behavior and integrity; to make a difference to the people of Idaho, the nation and the world; and to be self actualizing.

BUDGET DEFICIT ELIMINATION

The University of Idaho must emerge from an unsustainable budget deficit that was created by actions and circumstances over the past several years. The recovery plan will follow the general direction provided by the UVRTF report, with strategic exceptions (explained below) for the College of Agricultural and Life Sciences, the College of Engineering, the College of Science, and Intercollegiate Athletics.

The reduction of the general operating budget in FY2006 will eliminate the recurring debt and start a multi-year process to eliminate the accumulated deficit. The changes will be the composite of five actions:

- **Action 1** is a permanent recurring reduction commencing in FY2006;
- **Action 2** is a multi-year assessment of funds that commences in FY2006 and continues until the accumulated deficit is retired (between FY2012 and 2016);
- **Actions 3 and 4** are multi-year redirection of funds that commence in FY2006 and continue at least through FY2009 when we will re-evaluate their continuing necessity; and
- **Action 5** is a recurring base-budget increase in FY2006 that results from abandoning the revenue attribution model and investing the earned revenues in designated units.



ACTION 1:

Consistent with UVRTF report (recommendation 2; page 39), this action reduces expenses on the general operating budget in FY2006 by \$4.75 million. For areas that require additional time to make this reduction recurring, one-time cuts are to be made in FY2006 with the recurring reductions to be in place no later than FY2007.

The recurring reductions should be made consistent with the participatory intent of the UVRTF report (recommendation 3; page 39), including use of the multi-year planning process and prioritization tool to effect cuts that are clearly more vertical than horizontal.

The recurring reduction is \$1.1 million less than the \$5.85 million recommended by the UVRTF report (recommendation 2, page 39). Revenue projections coupled with carry-forward budgets allow for the refinement of this target, and the refinement is shaped by strategic intent for the University of Idaho.

Table - Action 1

Calculation of Effect of UVRTF Recommendations as Revised

Action 1

Estimates Based on Actual Revenues/Expenses for 2003-04

<u>Academic Areas:</u>	UVRTF Recommended Reduction	<u>Adjustments</u>	<u>Adjusted Reduction</u>
CALS	\$450,000	(\$100,000) [1]	\$350,000
CBE	\$150,000	\$0	\$150,000
Ed	\$300,000	\$0	\$300,000
Engineering	\$450,000	(\$300,000) [2]	\$150,000
Graduate Studies and Research	\$200,000	\$0	\$200,000
Law	\$150,000	\$0	\$150,000
CLASS	\$250,000	\$0	\$250,000
CNR	\$200,000	\$0	\$200,000
Science	\$400,000	(\$200,000) [3]	\$200,000
Statewide Research and Instructional Centers	\$150,000	(\$150,000) [4]	\$0
Library	\$0	\$0	\$0
 Subtotal Academic Areas	 \$2,700,000	 (\$750,000)	 \$1,950,000
 <u>Administrative Areas:</u>			
Athletics	\$350,000	(\$350,000) [5]	\$0
Advancement	\$150,000	\$0	\$150,000
Finance and Admin.	\$2,000,000	\$0	\$2,000,000
ITS	\$230,000	\$0	\$230,000
President/Provost and Student Services [6]	\$420,000	\$0	\$420,000
 Subtotal Administrative Areas	 \$3,150,000	 (\$350,000)	 \$2,800,000
 Total University	 \$5,850,000	 (\$1,100,000)	 \$4,750,000

[1] The UVRTF recommended (Table 5, page 38) that the College of Agricultural and Life Sciences general fund budget be cut \$450,000. This recommendation is inconsistent with Idaho's Science and Technology Strategy Update and Action Plan 2004 that identifies biosciences, agricultural biotechnology, and energy as a state priority. Promoting science and technology is one of five academic themes for the University of Idaho, as presented later

in this document. Accordingly, the general fund reduction recommended for CALS is modified for strategic intent; CALS is to demonstrate to the Provost and the Vice President for Research redirection of these funds to support this strategy.

[2] The UVRTF recommended (Table 5, page 38) that the College of Engineering's general fund budget be cut \$450,000. This recommendation is inconsistent with Idaho's Science and Technology Strategy Update and Action Plan 2004 that identifies imaging, power/energy, and nanoscience and materials as state priorities, nor with transitions underway in the college. Promoting science and technology is one of five academic themes for the University of Idaho, as presented later in this document. Accordingly, the general fund reduction recommended for Engineering is modified for strategic intent; Engineering is to demonstrate to the Provost and the Vice President for Research redirection of these funds to support this strategy.

[3] The UVRTF recommended (Table 5, page 38) that the College of Science's general fund budget be cut \$400,000. This recommendation is inconsistent with Idaho's Science and Technology Strategy Update and Action Plan 2004 that identifies imaging, power/energy, and nanoscience and materials as state priorities. Promoting science and technology is one of five academic themes for the University of Idaho, as presented later in this document. Accordingly, the general fund reduction recommended for Science is modified for strategic intent; Science is to demonstrate to the Provost and the Vice President for Research redirection of these funds to support this strategy.

[4] The UVRTF recommended (Table 5, page 38) that the Statewide Research and Instructional Centers' general fund budget be cut \$150,000. This recommendation is inconsistent with Idaho's Science and Technology Strategy Update and Action Plan 2004 that identifies imaging, power/energy, biosciences, agricultural biotechnology, and nanoscience and materials as state priorities. Promoting science and technology is one of five academic themes for the University of Idaho, as presented later in this document. Accordingly, the general fund reduction recommended for the Centers is modified for strategic intent and through the Vice President for Research they are to demonstrate redirection of these funds to support this strategy.

[5] The UVRTF recommended (Table 4, page 36) that Athletics general fund budget be cut \$350,000. This recommendation is inconsistent with another UVRTF recommendation (page 77, recommendation 1) that the University of Idaho complete the conference affiliation move from the Big West and Sun Belt Conferences to the Western Athletic Conference. As well, at the meeting of January 18, 2005, the Faculty Council was unsupportive of cutting the general funding for Intercollegiate Athletics. Consequently, the general fund reduction recommended for Athletics is rejected for strategic intent. We affirm the importance of the opportunities provided by our program in Intercollegiate Athletics, and endorse a vibrant business plan for Athletics, one that promotes competitive success, unwavering integrity, and academic success for participating students. Athletics will establish annual reporting to the Faculty Council and establish a six-year business plan with specific targets and metrics for financial, competitive, and academic success.

[6] Categories combined because of administrative changes.

ACTION 2:

Consistent with UVRTF report (recommendation 1, page 39), this action is a multi-year assessment on unrestricted funding (i.e., excludes grants, contracts, and legislatively-

federally-directed and restricted funds) that commences in FY2006 and continues until the accumulated deficit is retired.

The UVRTF recommended (page 39, recommendation 1) assessing every revenue account (excluding grants and contracts) at the University of Idaho by 0.75 percent. This is not possible as many of these accounts prohibit such additional taxation. Consequently, we have increased the percentage tax (from 0.75 percent to 1.0 percent) on a smaller base of unrestricted revenue.

This general operating budget assessment will generate approximately \$2 million per year, and it will take until approximately FY2012 to 2016 to retire the accumulated deficit on this schedule.

As of December 31, 2004, the accumulated deficit at the University of Idaho that is held centrally approximates \$13.6 million. This amount may reach \$20.7 million, depending upon the degree of success of ongoing efforts to recover funds and retire the “agency debt” between the University of Idaho and the University of Idaho Foundation that emanated from the University Place project.

Table - Action 2

Calculation of Effect of UVRTF Recommendations as Revised

Estimates Based on Actual Revenues/Expenses for 2003-04

	Action 2
	Estimated
	Tax on Unrestricted
	<u>Accounts @ 1.0%</u>
<u>Academic Areas:</u>	
CALS	\$105,000
CBE	\$64,000
Ed	\$74,000
Engineering	\$125,000
Graduate Studies and Research	\$75,000
Law	\$55,000
CLASS	\$166,000
CNR	\$98,000
Science	\$120,000
Statewide Research and Instructional Centers	\$40,000
Library	\$82,000
Subtotal Academic Areas	\$1,004,000
<u>Administrative Areas:</u>	
Athletics	\$90,000
Advancement	\$47,000
Finance and Admin.	\$483,000
ITS	\$82,000
President/Provost and Student Services	\$290,000
Subtotal Administrative Areas	\$992,000
Total University	\$1,996,000

ACTION 3:

Consistent with UVRTF report (recommendation 4; page 53), this action changes the Facilities and Administration cost Recovery (FAR) distribution formula from 50/50 to 60/40 (percent held centrally/percent distributed to units), resulting in an estimated \$951,000 redirected revenue that goes into the general allocation pool for research infrastructure and related expenses. This redirection of resources will continue at least through FY2009, at which time we will reconsider its continuing necessity.

Table - Action 3

Calculation of Effect of UVRTF Recommendations as Revised

Estimates Based on Actual Revenues/Expenses for 2003-04

Action 3

**Estimated
20% of FAR**

Academic Areas:

CALS	\$190,000
CBE	\$0
Ed	\$50,000
Engineering	\$65,000
Graduate Studies and Research	\$260,000
Law	\$700
CLASS	\$11,000
CNR	\$85,000
Science	\$200,000
Statewide Research and Instructional Centers	\$62,000
Library	\$500
Subtotal Academic Areas	\$924,200

Administrative Areas:

Athletics	\$0
Advancement	\$0
Finance and Admin.	\$130
ITS	\$0
President/Provost and Student Services	\$26,700
Subtotal Administrative Areas	\$26,830

Total University \$951,030

ACTION 4:

Consistent with UVRTF report (recommendation 4; page 26), this action increases the administrative fee charged on local services from 5 percent to 6 percent, resulting in an estimated \$380,000 redirected revenue that goes into the general allocation pool for the University of Idaho. This redirection of resources will continue at least through FY2009, at which time we will reconsider its continuing necessity.

Table - Action 4

**Calculation of Effect of UVRTF Recommendations
as Revised**

Estimates Based on Actual Revenues/Expenses for 2003-04	Action 4 Increased Administrative Fee on Local Services To 6 %
<u>Academic Areas:</u>	
CALS	\$50,000
CBE	\$8,000
Ed	\$12,000
Engineering	\$14,000
Graduate Studies and Research	\$39,000
Law	\$2,000
CLASS	\$14,000
CNR	\$42,000
Science	\$20,000
Statewide Research and Instructional Centers	\$14,000
Library	\$10,000
Subtotal Academic Areas	\$225,000
<u>Administrative Areas:</u>	
Athletics	\$3,000
Advancement	\$32,000
Finance and Admin.	\$45,000
ITS	\$10,000
President/Provost and Student Services	\$65,000
Subtotal Administrative Areas	\$155,000
Total University	\$380,000

ACTION 5:

Consistent with UVRTF report (recommendation 3; page 53), this action is a recurring base-budget increase to academic units of approximately \$1.75 million in FY2006 that results from abandoning the revenue attribution model and investing the earned revenues in designated units.

These funds are intended as investment funds, and not as replacement funds to make up for budget cuts or restore programs to the way they “used to be.”

Table - Action 5

Calculation of Effect of UVRTF Recommendations as Revised

Estimates Based on Actual Revenues/Expenses for 2003-04

Academic Areas:

	Action 5 Revenue Attribution Adjustment <u>To Base</u>
CALS	\$140,000
CBE	\$300,000
Ed	\$161,000
Engineering	\$105,000
Graduate Studies and Research	\$0
Law	\$2,000
CLASS	\$680,000
CNR	\$200,000
Science	\$160,000
Statewide Research and Instructional Centers	\$0
Library	\$0
Subtotal Academic Areas	\$1,748,000

Administrative Areas:

Athletics	\$0
Advancement	\$0
Finance and Admin.	\$0
ITS	\$0
President/Provost and Student Services	\$0
Subtotal Administrative Areas	\$0

Total University \$1,748,000

COMPOSITE EFFECTS OF ACTIONS 1-5

A composite Table of Actions 1-5 is found in Appendix B. The aggregate effect of Actions 1-5 are found in the following table:

Table – Composite Effects of Actions 1-5

Calculation of Total Effect of UVRTF Recommendations as Revised	Composite Effect of Actions Action 1 + 2 + 3 + 4 - 5
Estimates Based on Actual Revenues/Expenses for 2003-04	
<u>Academic Areas:</u>	<u>Total Reduction or (Increase)</u>
CALS	\$555,000
CBE	(\$78,000)
Ed	\$275,000
Engineering	\$249,000
Graduate Studies and Research	\$574,000
Law	\$205,700
CLASS	(\$239,000)
CNR	\$225,000
Science	\$380,000
Statewide Research and Instructional Centers	\$116,000
Library	\$92,500
 Subtotal Academic Areas	 \$2,355,200
 <u>Administrative Areas:</u>	
Athletics	\$93,000
Advancement	\$229,000
Finance and Admin.	\$2,528,130
ITS	\$322,000
President/Provost and Student Services	\$801,700
 Subtotal Administrative Areas	 \$3,973,830
 Total University	 \$6,329,030

Timeline and notification - Budget reduction plans are to be generated through the Deans, Directors, and Vice Presidents and are due on or before March 11, 2005 in the Provost's Office. The Provost and Vice Presidents will evaluate the plans in aggregate for university-wide strategic intent and adherence with process and make recommendations to the President on or before March 21. For decisions that can be made without further process, it is anticipated that affected employees will be notified in accordance with University and Board policies on or before March 31, 2005. Other decisions will be finalized and communicated upon completion of applicable University of Idaho and State Board of Education/Board of Regents processes.

A PLAN FOR RENEWAL

There are two decisions that I have made recently and wish to announce today that typify the large and small decisions necessary to curtail costs at the University of Idaho that do not directly affect the delivery of academic programs.

The first is my decision to curtail active work on seeking private and federal funding for building the Lionel Hampton Performance and Education Center designed by Cesar Pelli. While we will remain very active in seeking funds in support of the jazz archive collections, scholarships, and the Jazz Festival, itself, the \$80 million projected cost for the building is excessive in light of no credible evidence of a sufficient private lead gift, nor federal support for construction. Consequently, we will approach this effort on a smaller scale, working with state processes and the philanthropic community to expand and renovate existing facilities to meet our immediate needs. While this decision may disappoint some individuals who have worked tirelessly to move the project along over the past several years, I cannot find evidence to warrant continuing the cost of pursuing this wonderful idea unless the facts change.

Also, I have decided to break from academic tradition and not engage an inaugural event that commemorates the beginning of my presidency at the University of Idaho. The savings here will exceed \$70,000 and, on a personal level, there is a degree of disappointment over foregoing the festivities and celebration of institutional renewal that such events are intended to offer a university community. However, with the current economic environment, I want these resources to be used elsewhere for our core mission, and the renewal we are engaging through this strategic process will need to suffice.

On the other hand, everyday there are also tangible and independent signs of the great success, impact, and promising future of the University of Idaho.

Just this week I received notification from the Northwest Commission on Colleges and Universities indicating “that the accreditation of the University of Idaho has been reaffirmed on the basis of the fall 2004 comprehensive evaluation.” So, good for us! My thanks and congratulations to the faculty, staff, and students of the University of Idaho for this commendable achievement.

Also, we went recently to the bond market to refinance our bonds and returned from that experience with ratings of A+ and A1 from Wall Street firms, indicating their high degree of satisfaction in our current business practices and plan.

The actions described to contract our budget will go a long way toward establishing a firm footing for the future, but, as mentioned many times by the UVRTF, cuts alone will not lead to the type of university we aspire to be. We must also, and concurrently, invest in strategically important areas of the university as we prepare for the future needs of the society we serve. Accordingly, following are plans for renewal of people, programs, and place.

RENEWAL - PEOPLE

At the core of the institution are high quality and productive faculty and staff. Recruitment and retention of high quality personnel are vital to our success.

Consequently, we will make, as a top priority, a compensation enhancement program that seeks to improve compensation of faculty and staff on average by 4 percent over each of the next six years, starting in FY2006. Success with this priority will result in a much-needed reduction in the gap between peer median compensation and University of Idaho compensation over this period. Sources will come from a combination of legislatively appropriated funds, other resources, and internal reallocation. The compensation adjustments will have a strong merit basis to them and, thus, for a given individual, adjustments may range from 0 percent to 10+ percent, depending on performance of duties.

We will establish a \$250,000 recurring fund in FY2006 for support of targeted opportunity hires to diversify our faculty and gain critical mass in areas of high strategic importance. A process will be established through the Office of the Provost to evaluate opportunities and identify leveraging funds.

We will establish a \$125,000 pool of non-recurring resources to be awarded annually to promote development of University of Idaho staff in areas consistent with their current and aspirational position descriptions. These resources are to be invested through a juried process managed by the Staff Affairs Committee.

RENEWAL - PROGRAMS

We must invest in programs to meet the needs of the 21st Century in a fashion that improves the economy, helps enable a sustainable environment and natural resources, and enriches people, community, and society through knowledge and development of a culture of philanthropy to help other individuals succeed.

Consequently, new investments will be made in multi-/interdisciplinary and disciplinary academic program areas. The goal is to strategically advance the University of Idaho to establish sustainable competitive advantage and fulfill workforce needs.

For example, in the FY2006 budget we have redirected \$950,000 to areas of science and technology which are high priority needs in Idaho, including new support in the College of Graduate Studies for the interdisciplinary programs in neurosciences, bioinformatics/computational biology, and environmental sciences.

While these are worthy and strategic decisions, we must do better than this in terms of scale and process. Accordingly multidisciplinary and interdisciplinary teams of faculty, staff, and students will be invited to develop proposals for initiatives that will deliver positive and lasting impacts across the breadth of the University.

Specific initiatives will bring together individuals from all appropriate units to increase our impact on communities in Idaho and beyond, while encouraging strong and stable partnerships - including public-private partnerships - that can transform the institution. Initiatives that have international dimensions or cut across thematic areas and programs, such as the Honors Program and International Programs, will further strengthen the University's impact and contribution to its various constituencies.

While the University of Idaho will progress in many areas, it will prioritize its academic resources and investments to focus on five strategic academic themes that are characterized below.

Each investment will be associated with a strategic academic theme, and units will be eligible to compete for up to \$500,000 as an annual recurring investment. In aggregate, the recurring investment commitment may be up to \$3 million in support of four to six transformational projects. We plan to fund these investments incrementally over FY2006, 2007 and 2008. FY2006 has \$1 million budgeted to begin.

Strategic Academic Themes - The University of Idaho has strength and potential in five inter- and multidisciplinary academic thematic areas that integrate the mission of teaching, research, and engagement through outreach, including extension. These academic themes are responsive to the needs of the people of Idaho and constitute challenges to, and opportunities for, Idaho's future. As such, they are integral to our vision and become signature priorities that will help define the University. These academic themes span our existing programs and encompass social, cultural, economic, legal, scientific, policy, environmental, and international dimensions. Before soliciting proposals for investment, these themes may benefit by further refinement through faculty and administrative discourse.

1. Promoting Science and Technology – advancing Idaho's core competencies in science, technology, and engineering areas of imaging, power and energy, biosciences, and nanoscience and materials. As characterized by the Governor's Science and Technology Advisory Council these areas include: Imaging – The capture, reproduction, rendering, and/or analysis of images, image sequences (video), photographs, and documents; Power and Energy – Pursuit of dependable, affordable, and environmentally sound production and secure distribution of energy for the future; Biosciences – The research, development, and management of biologically based organisms and their ecosystems, including but not limited to agricultural biotechnology; and Nanoscience and Materials – Research, development, manufacture, and analysis of materials with features between 0.1 and 100 nanometers; manipulating materials at this atomic/molecular level is critical to the material's purpose.

2. Advancing Liberal Arts and Sciences - strengthening the arts and sciences to improve scientific discovery, social and cultural enhancement, and progress in the applied professions. The range and heterogeneity of disciplines in arts and sciences can strengthen Idaho's civic, economic, environmental, and social foundations through inter- and multidisciplinary undergraduate, graduate and professional programs, and campus/community partnerships. Strength in the arts and sciences, including the creative and performing arts, is the foundation for great universities and is enhanced by interdisciplinary connections with professional programs and application of knowledge to society. Particular need may be met with bringing faculty strength in social sciences to assist the state in developing programs that support the growth of Native American and Hispanic communities and concomitant cultural needs.

3. Catalyzing Entrepreneurial Innovation - using ideas, creativity, innovation and engagement to inspire enterprise and technological change. Idaho must enhance high-tech innovations and build an entrepreneurial climate in which to move innovations to market to help all sectors of the economy, from technology to natural resource sectors, from high-touch to service sectors, and from education to transportation. The University of Idaho faculty will develop work-ready graduates and globally competitive ideas for products, services, and infrastructure. We will help develop tomorrow's entrepreneurs, who will drive the success of traditional and emerging organizations and build the infrastructure for modern Idaho. We will strengthen and develop networks that effectively transfer new technologies to Idaho's industries and businesses.

4. Stewarding the Environment - sustaining Idaho's natural resources that contribute to our quality of life and natural resources-based industries. The environmental, social and economic benefits provided by Idaho's landscapes, mountains, lakes, forests, rivers and streams, rangelands, ranches, and farms help shape our quality of life and influence the availability and delivery of water to Idaho's communities and industries. Attracting and retaining industries like forestry, agriculture, mining, and tourism are important sectors of the state's economy and to the viability of small local communities spread throughout Idaho. To be globally competitive, these sectors must have sustainable and predictable water resources, and be more innovative and environmentally-compatible, changes in which university research and development can play an important part. The University of Idaho faculty bring knowledge and understanding of western issues to inform federal, state, and local law makers engaged in developing sustainable and sound public policy. The interface of humans with our natural environment, and the changes induced by this, will impact the economic, political, social, and ecological systems of the Inland Northwest. The development and application of bioinformatics, geospatial analysis, computational biology, and related specialties of earth system sciences holds promise to create knowledge and understanding that lead to strategies that successfully meet these challenges.

5. Understanding Sustainable Design and Life Style - the integration of architecture, creative arts, and law in urban, rural, and frontier environments. As Idaho is on a significant growth curve with respect to population, one of the more intriguing challenges will be how to design man-made environments for living, work, and recreation that are compatible with the values cherished by Idahoans. With strength imbedded in several locations throughout the university, along with possibilities of establishing a robust public-private partnership, opportunities exist to consider an innovative approach to the curriculum, along with research and creative activity.

Process for Investment in Strategic Academic Themes - Following refinement of the strategic academic themes, a two-step approach will be to invite, in Fall 2005, pre-proposals for significant integrative initiatives that hold high promise to advance excellence in the themes. A selected number of invited final proposals would be due in early 2006 for final consideration and decision. These proposals should be multi-year initiatives that build capacity and produce excellence in outcomes.

The process will be for pre-proposals and final proposals to be evaluated by a blue-ribbon panel of faculty, eight colleagues to be appointed by the Provost, working in collaboration with the Faculty Council President, Academic Deans, and the Vice President for Research. The panel will make recommendations to the Provost, who will be the decision maker with concurrence of the President. Resources will be allocated as actual costs come on-line.

The goal of this investment program is to enable new efforts for emerging or existing activities to rise to a significantly higher level of achievement and impact; ***investment funds are not intended to be used to make up for past budget cuts nor to restore programs to the way they “used to be.”***

Proposals must include timelines, mileposts, and measurable metrics to assess progress towards the proposed objective. Proposals will be judged on the degree to which they meet some or all of the following criteria:

- Advances the emerging Strategic Plan, especially excellence in the strategic academic themes;
- Is collaborative, integrative, and/or multi-/interdisciplinary;
- Addresses the land-grant missions of instruction, creative activity and research, and outreach and engagement;
- Enhances and promotes diversity, including developing international dimensions and perspectives;
- Contributes to Idaho’s environmental, economic, social, and cultural well-being;
- Leverages existing resources demonstrating a high degree of commitment from units, e.g. new funds or redirection of current resources, but excluding cost-share arrangements of individual’s effort;
- Generates new resources that will allow for continuation and possible growth of the proposed activity; and
- Engages the commitment and passion of people and units.

RENEWAL - PLACE

Several actions and outcomes will improve the University of Idaho and allow us to focus as much energy and creativity as possible on our core mission activities.

Critical mass - As mentioned in the UVRTF report, we have a proliferation of small programs and units with faculty and staff below a reasonable critical mass. This suggests that the integration and consolidation of units will create academic and intellectual opportunities along with an opportunity to redirect resources to front line activities of instruction, research, and creative activity and engagement through outreach.

Consequently, we plan in FY2007 for consolidation and integration of academic units and programs both within and between colleges to be rewarded, including consolidation of college units themselves. Savings in actual dollars and FTEs accrued through these consolidations will be retained by the academic units for their reinvestment. The university will establish a \$250,000 fund that units will be eligible to compete for which provides \$0.25 for every \$1.00 dollar that is saved up to the first \$1 million in savings identified. The dollars associated with a reallocated FTE are considered a savings for purposes of this initiative.

Course duplication - Academic colleges and programs may propose, through their deans, innovative ways to focus and organize their academic programs to reduce course duplication, increase the efficient use of faculty, staff, and teaching assistants, and enhance program delivery through integration and consolidation.

Advancing the University of Idaho - To improve accurate awareness of the importance and impact of the University of Idaho - and thus optimize opportunities for attracting high quality students from across the spectrum of society and for garnering public and private investments in our academic and non-academic programs - we must:

1. Improve marketing and strategic communications of faculty and student achievement. This will require an investment of \$400,000 over four years, starting in FY2006;
2. Prepare for a capital campaign by appointing a Vice President for University Advancement, finalizing the Association of Governing Board's review of the University of Idaho Foundation and University governance and functional relationship, and re-energizing and focusing our University development enterprise;
3. Engage a more strategic approach to enrollment management that integrates and aligns academic and financial factors and aspirations;
4. Implement a university-wide diversity plan. The Diversity Task Force headed by College of Law Dean Don Burnett has developed a wonderful blue print for how we might proceed in this important endeavor;
5. Re-design and energize outreach activities to engage the needs of the 21st Century society we serve, including change and alignment of administrative authority, responsibility, and accountability;

6. Adopt the UVRTF recommendation to establish a budget oversight team by strengthening the role of the Faculty Council Planning and Budget Advisory Council, and institute a policy of not allowing deficit spending;
7. Improve Banner information systems to provide managers better reports and services and to obtain efficiency and effectiveness in operations;
8. Improve Human Resource processes to facilitate greater service and efficiency in operations;
9. Hire a new General Counsel to reduce reliance on external counsel and to reduce overall legal costs;
10. Major re-organization and down-sizing in Finance and Administration and Facilities, and Academic Administration, with concomitant decrease in services provided;
11. Develop an investment model for funding capital improvements in information technologies;
12. Develop and implement a comprehensive university-wide continuous improvement process of assessment;
13. Align strategic space management with academic priorities and needs;
14. Receive State Board of Education/Board of Regents approval for a refined mission statement, per accreditation recommendation of the Northwest Commission on Colleges and Universities;
15. Implement recommendations of the Pappas report on Financial Management and Administrative Restructuring;
16. Work with state authorities and the State Board of Education/Board of Regents to secure funds to attend to the burgeoning deferred maintenance costs for University of Idaho facilities (estimated currently at \$80 million); and
17. Publish an annual institutional report card on April 30 on actions taken regarding recommendations in the Pappas report (responsibility: Vice President for Finance and Administration), NWCCU (responsibility: Provost and President of Faculty Council), and UVRTF (responsibility: Provost, President of Faculty Council, ASUI President).

Appendix A – University of Idaho Core Values

We will accomplish our Vision by being committed to a set of core values that will inform and direct our decisions regarding how our University is to be constituted and administered. These values will not be abrogated in any aspect of university life:

- To demonstrate **excellence**. We will provide the best foundational experiences in the liberal arts and sciences available in a public university, both in and out of the classroom. Evidence of excellence includes our reputation in the wider academic community, both institutionally and individually; the positive impact we have on society; consistently maintaining the highest standards of scholarly achievement, performance, and ethics; inspiring and motivating individuals; and ensuring a diverse cultural and social spectrum of individuals and programs.
- To be **student-focused**. We will enable and support students to realize their full potential through education and training, research, scholastic activities, and wide-ranging student experiences, thus inspiring them to be effective and honorable members of society. We will provide living and learning environments as well as recreational and social opportunities to promote a well-balanced, healthy lifestyle.
- To share our **passion for knowledge and discovery**. We will inspire and engage people by our enthusiasm and creativity, by our commitment to lifelong learning, and our teaching and mentorship inside and outside the classroom. We will provide access to leading minds and provide resources and experiences to supplement traditional instruction. We will vigorously pursue and provide resources to encourage discovery and learning.
- To expect **innovation and creativity**. We will be recognized leaders and originators, and we will maintain an environment that encourages calculated risk taking for creating the cutting edge. We will challenge conventions and the status quo. We will create and sustain a state-of-the-art infrastructure and generate and protect intellectual property.
- To establish and maintain a **barrier-free community**. We will streamline administrative structures and policies; encourage productive, unhindered interaction between disciplines; sustain transparent and accountable resource management; and incorporate students, faculty, and staff into the decision making process. We acknowledge that cultural and social diversity are imperative. We will create an environment where all individuals are treated with respect and will engage in effective and open communication in all our interactions. Academic, resource allocation, and infrastructure policies will encourage and reward interdisciplinary instructional, research, and outreach activities. Student admissions and financial aid policies will minimize financial barriers to promising Idaho students.
- To hold true to the principles of **ethical behavior** and integrity, accountability, responsibility, truth, openness, and transparency in our actions.
- To **make a difference** to the people of Idaho, the nation, and the world. We will sustain a high scholarly, economic, environmental, and artistic impact; preserve and enhance culture and extend cultural opportunities; transfer technology to society; promote public discourse; encourage a healthy, balanced lifestyle; and cultivate an educated and involved citizenry.
- To be **self actualizing**. We take personal and institutional responsibility for realizing these values.

Appendix B Composite table of recurring and accumulated deficit reduction actions

Calculation of Total Effect of UVRTF Recommendations as Revised

Estimates Based on Actual Revenues/Expenses for
2003-04

			Action 1	Action 2 Estimated Tax on Unrestricted Accounts @ 1.0%	Action 3 Estimated 20% of FAR	Action 4 Increased Administrative Fee on Local Services To 6%	Action 5 Revenue Attribution Adjustment To Base	Composite Effect Of Actions 1 + 2 + 3 + 4 - 5
Academic Areas:	UVRTF recommended Reduction	Adjustments	Adjusted Reduction					Total Reduction or (Increase)
CALS	\$450,000	(\$100,000)	\$350,000	\$105,000	\$190,000	\$50,000	\$140,000	\$555,000
CBE	\$150,000	\$0	\$150,000	\$64,000	\$0	\$8,000	\$300,000	(\$78,000)
Ed	\$300,000	\$0	\$300,000	\$74,000	\$50,000	\$12,000	\$161,000	\$275,000
Engineering	\$450,000	(\$300,000)	\$150,000	\$125,000	\$65,000	\$14,000	\$105,000	\$249,000
Graduate Studies and Research	\$200,000	\$0	\$200,000	\$75,000	\$260,000	\$39,000	\$0	\$574,000
Law	\$150,000	\$0	\$150,000	\$55,000	\$700	\$2,000	\$2,000	\$205,700
CLASS	\$250,000	\$0	\$250,000	\$166,000	\$11,000	\$14,000	\$680,000	(\$239,000)
CNR	\$200,000	\$0	\$200,000	\$98,000	\$85,000	\$42,000	\$200,000	\$225,000
Science	\$400,000	(\$200,000)	\$200,000	\$120,000	\$200,000	\$20,000	\$160,000	\$380,000
Statewide Research and Instructional Centers	\$150,000	(\$150,000)	\$0	\$40,000	\$62,000	\$14,000	\$0	\$116,000
Library	\$0	\$0	\$0	\$82,000	\$500	\$10,000	\$0	\$92,500
Subtotal Academic Areas	\$2,700,000	(\$750,000)	\$1,950,000	\$1,004,000	\$924,200	\$225,000	\$1,748,000	\$2,355,200
Administrative Areas:								
Athletics	\$350,000	(\$350,000)	\$0	\$90,000	\$0	\$3,000	\$0	\$93,000
Advancement	\$150,000	\$0	\$150,000	\$47,000	\$0	\$32,000	\$0	\$229,000
Finance and Admin.	\$2,000,000	\$0	\$2,000,000	\$483,000	\$130	\$45,000	\$0	\$2,528,130
ITS	\$230,000	\$0	\$230,000	\$82,000	\$0	\$10,000	\$0	\$322,000
President/Provost and Student Services	\$420,000	\$0	\$420,000	\$290,000	\$26,700	\$65,000	\$0	\$801,700
Subtotal Administrative Areas	\$3,150,000	(\$350,000)	\$2,800,000	\$992,000	\$26,830	\$155,000	\$0	\$3,973,830
Total University	\$5,850,000	(\$1,100,000)	\$4,750,000	\$1,996,000	\$951,030	\$380,000	\$1,748,000	\$6,329,030

Appendix C - The themes of input received during open commentary to the UVRTF report

Thank you again for your responses to the University Vision and Resources Task Force report, we received well over 450 responses which demonstrated a magnificent degree of engagement and interest. I personally spent many, many hours reading and re-reading your comments. In addition, the President's Cabinet, which includes representatives of faculty, staff, and students, dedicated many hours to analyzing the gist of your input. As a result of that process, the following themes have emerged; they along with the Task Force report itself and administrative analyses provide the foundation for our Plan for Renewal.

Trust, Openness, Confidence

Many of you emphasized the need to restore trust in central administration and openness in decision-making, as well as the need to repair the University of Idaho's reputation statewide in light of the University Place situation. You expressed a strong sense of suspicion of and disillusionment with top-down decision-making and lack of inclusiveness. You expressed concern about the impact of the several years of budget challenges and cuts on the overall status of the institution in the state and among our peers. Many of you also expressed appreciation for the Task Force's process.

Mission/Vision

This was fundamental to nearly every piece of input received – the sense that we must clearly define what the University of Idaho will be in the 21st Century and that the current Strategic Plan does not establish clearly enough our priorities. Understanding that our current situation is not sustainable, you said that we must refocus our mission and vision statement to realistically reflect our resources. In other words, we cannot continue to be all things to all people. This gets to the very core of what we are as a comprehensive, land-grant research institution that aspires to continue to be internationally recognized as a student-centered university with distinctive undergraduate, graduate, and professional programs in instruction, research, and creative activity and engagement through outreach.

Undergraduate education

Many who responded called for increasing the prominence of undergraduate education – taking advantage of the residential campus experience we can provide. You said that being student-centered and providing a quality undergraduate program should be a primary focus of the institution, along with graduate and professional education.

Research

Many called for further development of our research enterprise infrastructure to provide incentives and support for further research growth. Some of you noted how research enriches the undergraduate and graduate student experience; others focused on the economic value our \$105 million research has to the institution and the state. You expressed concern about the quality and quantity of our current research facilities.

Outreach

Another input theme was whether the University should be “Moscow-centric” or truly a statewide, land-grant institution; there was agreement that the current outreach model is not working. Some noted, however, the political advantage of having a presence in every county in the state. Many said we should focus our outreach energy only in northern Idaho, the fastest growing part of the state. Others said outreach should be limited to traditional land-grant programs, such as agriculture and engineering. Many suggested maximizing the role of engineering, science and technology in economic development of the state.

Diversity

A strong commitment to diversity and calls for immediate implementation of a university-wide diversity plan were woven throughout the comments.

Quality, Quantity, and Diversity of Student Body

Do we have enough students? Do we have too many? Are they the right kind of students? All of these questions were addressed in different ways by your input. There was a call to re-examine and refine our enrollment management plan and align that plan with a newly refined mission/vision.

Interdisciplinarity, Discipline, Profusion of Programs

Many of you shared very practical insights about program duplications that still exist throughout the University and called for a dramatic shift toward interdisciplinarity and working across traditional administrative boundaries as a way to eliminate those duplications while still delivering a quality education.

Vertical Cuts Sooner than Later

There was a strong sense of urgency among those who responded to the report, a call for quick, decisive action rather than continuing “death by 1,000 cuts.” You expressed concern about the length of time it has historically taken at the University of Idaho to make decisions and the toll that delay has taken on students, employees, and the overall institutional image. Frankly, however, many of the comments urged cuts anywhere but the unit of the person writing, a “not in my backyard” mentality that we will have to overcome to make meaningful changes.

Refining tools for program decisions

Many of you called for a honing of the tools we use to make decisions about academic programs, not just which ones to cut, but in which ones to invest. There was a sense that the tools for program evaluation outlined in the Task Force report are a good starting place, but need to be made more specific and strategic to be truly effective, and that a limited combination of tools will better serve our needs.

Establishing and increasing a reinvestment pool for emerging areas

Your input reflected a strong desire to reshape the university, not just cut programs. Many suggested setting aside some dollars to reinvest in new programs and strengthen emerging programs.

Investing in our development and marketing areas

This theme gets back to the concern expressed about the negative impact of University Place, budget cuts, and other issues on the institution's reputation in the state and region. It also reflects your eagerness to restore that reputation and pursue proactively private dollars to support people and programs.

Reallocating internally to address faculty/staff compensation

Many of you expressed serious concerns about the institution's ability to recruit and retain quality faculty and staff with our less-than-adequate compensation packages. Minimal employee raises in the recent past has hampered the University's ability to compete nationally for the very best and brightest, and you expressed the need to reallocate internally to address the compensation issue.

Maximizing the use of existing space and time assets

There was some frustration expressed about how we use our existing facilities. Many of you suggested extending hours and days of operation, i.e. more night and summer classes or shifting to a trimester system to get the most out of what we already have.

Athletics

As per the UVRTF recommendation, the University of Idaho will continue to pursue its Intercollegiate Athletics future in Division I-A and enter the Western Athletic Conference. Several respondents questioned my public comments regarding this commitment this fall, concerned that I had "gotten out in front of the process" we had agreed upon earlier in the fall. In way of explanation, I felt compelled to dispel any misperception that we were seriously considering leaving Division I-A, especially at a time when we were recruiting student-athletes and trying to raise more private dollars to support the program. I felt damage was being done to our University, and so it became necessary to speak out in a way that was consistent with the faculty-led UVRTF recommendations.

Since the decision to go Division I-A was made in 1996, four head football coaches, four athletic directors, and six presidents have worked on implementation – not a consistent effort. Many of you expressed an appreciation and understanding of the value of Intercollegiate Athletics for overall institutional visibility, institutional diversity, student-athletes, and the general student body, connection to alumni, and economic impact in our community. Others questioned whether we should maintain any Intercollegiate Athletics program when academic programs are subject to being cut.