Growth Challenges Facing the University of Idaho: Past, Present, and Future With Implications to Local & Regional Economies

Presented to:
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Clinical Assistant Professor, Economics
College of Business and Economics
University of Idaho

* The results and findings of this analysis are for academic and educational purposes only. They reflect those of the author Steven Peterson, and do not necessarily represent the University of Idaho any other organization or individuals.
Builds of Previous Studies

• An Analysis of the Economic Growth of Moscow And the Regional Economy, 10/8/13, Sponsored by the Greater Moscow Alliance (with Stephen Pool).
• The 2011 Economic Impacts of The Port of Whitman County on the Regional Economy (with Stephen Pool).
• Growth in Moscow (Jon Miller, Hank Robison, Joel Hamilton), 2006 (Updated from 1995).
• Peterson, Steve, “The Economic Impacts of the University of Idaho WWAMI Program”; Sponsored by the University of Idaho, August 2008.
• Peterson, Steve, “The Economic Impacts of the University of Idaho College of Law, and the Proposed Statewide Legal Education Initiative”; Sponsored by the University of Idaho, August 2008.
• Peterson, Steve, “The Economic Impacts of the University of Idaho on the State of Idaho and Local Economies”; Sponsored by the President’s Office, University of Idaho, Summary Update December 2006.
• Peterson, Steven, “Moscow at a Tipping Point: An Economic Analysis of the Retail Trade Sector, the Local, and the Effects of Locating a Super Wal-Mart in the Moscow, Idaho Regional Economy”; Sponsored by the Moscow Chamber of Commerce, October 2006.
Basic Conclusion:

The University of Idaho (UI) has been in a helicopter growth pattern over the last decade..... *effectively there has been no growth in 10 years*...

.... and if your region’s biggest employer is not growing, neither is the local economy.
Three Part Presentation:

1) Comparative analysis of the University of Idaho

2) Regional growth patterns

3) Pathway to the future...
University of Idaho, the Region’s Largest Employer

- The UI is Idaho’s *Flagship University* with the state’s largest historical footprint (over 100,000 alumni).
- Economic impacts of $1 billion annually (statewide-EMSI study).
- Broadest and deepest range of programs in the state.
UI: Current Challenges...

• The UI’s dominance in its role of higher education in Idaho is at risk.
• BSU and ISU have reached par with the UI in many major functional areas.
• The UI still leads in research; doctoral programs and students; outreach and engagement; and some specialized programs such as WAMI (medical education) and Law.
Alumni
100,000 Alumni
Approximately 41% live in Idaho
59% reside outside of Idaho
<table>
<thead>
<tr>
<th>Rank</th>
<th>Alumni by County</th>
<th>Rank</th>
<th>Alumni by County</th>
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<tbody>
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<td>1</td>
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<td>Owyhee</td>
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<td>Adams</td>
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<td>Bannock</td>
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<td>33</td>
<td>Fremont</td>
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<td>Blaine</td>
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**Total** 41,298
## UI Alumni by State 2014

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<th>Rank</th>
<th>Alumni by State</th>
<th>Rank</th>
<th>Alumni by State</th>
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<td>1</td>
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<td>4</td>
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<tr>
<td>5</td>
<td>Colorado</td>
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<td>7</td>
<td>Montana</td>
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<td>West Virginia</td>
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<td>50</td>
<td>Delaware</td>
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<td></td>
<td></td>
<td>51</td>
<td>Rhode Island</td>
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Total: 96,235

Source: [http://www.uidaho.edu/alumni/stay-connected/demographics](http://www.uidaho.edu/alumni/stay-connected/demographics)
Boise State Alumni Numbers Rapidly Reaching Par with UI

Source: http://alumni.boisestate.edu/about/
Comparative Alumni Statistics
UI State Leadership

- University of Idaho (UI) 100,000
- Idaho State University (ISU) 80,000
- Boise State University (BSU) 77,000

Sources:
http://www.uidaho.edu/alumni/stay-connected/demographics
http://www.isu.edu/alumni/history.shtml
http://alumni.boisestate.edu/about/
With total assets of nearly $259 million dollars, the University of Idaho Foundation, Inc. is the largest institutionally related foundation in the state. During fiscal year 2013 (FY13) net assets increased by $95.2 million.

### Condensed statements of net assets

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<thead>
<tr>
<th>assets</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$23,604,007</td>
<td>$21,943,845</td>
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<tr>
<td>Accrued interest and other receivables</td>
<td>452,118</td>
<td>516,538</td>
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<tr>
<td>Promises to give, net</td>
<td>3,024,416</td>
<td>3,525,879</td>
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<tr>
<td>Investments</td>
<td>225,208,891</td>
<td>205,440,387</td>
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<td>Notes receivable</td>
<td>454,811</td>
<td>524,973</td>
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<tr>
<td>Real estate holdings</td>
<td>5,832,157</td>
<td>4,306,657</td>
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<tr>
<td>Other assets</td>
<td>378,969</td>
<td>303,017</td>
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<tr>
<td>Total assets</td>
<td>$258,955,369</td>
<td>$236,561,296</td>
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Source: [http://www.uidaho.edu/~/media/Files/orgs/Advancement/Foundation/FAR_2013_10-30-13_final.ashx](http://www.uidaho.edu/~/media/Files/orgs/Advancement/Foundation/FAR_2013_10-30-13_final.ashx)
2012 Foundation/Endowments
UI State Leadership

• University of Idaho Foundation, Inc.  ID
  • Rank 278/843  $188.5 million

• Boise State University Foundation, Inc.  ID
  • Rank 483/843  $70.3 million

• College of Idaho  ID
  • Rank 429/843  $86.5 million

• Idaho State University Foundation, Inc.*  ID
  • Rank 604/843  $41.9 million

Source: http://chronicle.com/article/CollegeUniversity/136933

* ISU year 2011 and are approximations from their financial report (ISU was not reported in the Chronicle listings. http://www.isu.edu/foundation/pdfs/ISU%20Foundation%20Report.pdf )
2012 Foundation/Endowments (Comparisons)

- Harvard University
  - Rank 1/843
  - $30.435 billion

- University of Washington
  - Rank 31/843
  - $2.111 billion

- Washington State University
  - Rank 100/843
  - $0.737 billion

- University of Oregon
  - Rank 155/843
  - $0.478 billion

- University of Wyoming
  - Rank 202/843
  - $0.326 billion

- University of Montana Foundation, Inc.
  - Rank 342/843
  - $0.133 billion

Source: http://chronicle.com/article/CollegeUniversity/136933
Some Recent UI News Headlines - Gifts/Donations

• The Micron Technology Foundation announced a $1 million gift to the University of Idaho (2014).

• The University of Idaho announced on August 29th, 2014 its colleges of Natural Resources and Agricultural and Life Sciences are the recipients of a $3.3 million donation from a pair of Seattle philanthropists (2013).

• The University of Idaho's burgeoning third-year law program in Boise got a boost August 26th, 2014 with a $1 million gift from the Laura Moore Cunningham Foundation (2010).

• UI receives $20 million in land gifts; Students in variety of disciplines to benefit (2005).

Sources:
http://www.uidaho.edu/inspire/stories/micron
http://dnews.com/local/article_2700684d-621e-595d-86f8-e0f6a6c2b727.html
http://dnews.com/local/article_6e45ca56-6483-5548-9058-34581e754e33.html
http://lmtribune.com/northwest/article_0197bed5-0de4-5980-8996-5918d76146c9.html
BSU’s Gifts and Donations are Increasing...

Headlines: Boise State to Receive Largest Charitable Gift in Its History - $13 million From Micron to Advance Materials Science

BOISE, Idaho, May 5, 2011 (GLOBE NEWswire) –

• Boise State University announced today that Micron Technology, Inc. (Nasdaq:MU), has committed $13 million to the College of Engineering for the development of a Ph.D. program in the Department of Materials Science and Engineering (MSE) — the largest gift to the university in its nearly 80-year history.

• A Ph.D. program will increase collaborative research with the potential to yield significant benefits in areas ranging from health care to construction and defense.

Micron Donates $12.5 million
To New BSU College of Business and Economics Building at Boise State

Sources:
http://broncosports.cstv.com/sports/m-footbl/spec-rel/051209aaa.html
https://foursquare.com/v/bsu-micron-business-and-economics-building/4fa4026ee4b0ce0fa3a56ea1
Athletics
Total Athletic Budgets

BSU’s Athletic Budget is Twice the Size of UI

- Boise State University
  - Rank 59/230
  - $43.2 million

- University of Idaho
  - Rank 132/230
  - $19.6 million

- Idaho State University
  - Rank 177/230
  - $11.7 million

Source: [http://www.usatoday.com/sports/college/schools/finances](http://www.usatoday.com/sports/college/schools/finances)
# Total Athletic Budgets

Idaho Athletic Budgets are “Rounding Errors” to Many Other U.S. Universities

- **University of Texas**
  - Rank 1/230
  - $165.7 million

- **University of Oregon**
  - Rank 9/230
  - $115.2 million

- **University of Washington**
  - Rank 27/230
  - $85.1 million

- **Washington State University**
  - Rank 54/230
  - $47.2 million

- **University of Montana**
  - Rank 117/230
  - $20.0 million

[http://www.usatoday.com/sports/college/schools/finances/](http://www.usatoday.com/sports/college/schools/finances/)
## Football Win/Loss

### BSU Football Win/Loss by Coach

<table>
<thead>
<tr>
<th>Head Coach</th>
<th>Years</th>
<th>Seasons</th>
<th>Wins</th>
<th>Losses</th>
<th>Ties</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tony Knap</td>
<td>1968–1975</td>
<td>7</td>
<td>71</td>
<td>19</td>
<td>1</td>
<td>0.786</td>
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<tr>
<td>Jim Criner</td>
<td>1970–1973</td>
<td>4</td>
<td>20</td>
<td>24</td>
<td>0</td>
<td>0.455</td>
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<tr>
<td>Lyle Setencich</td>
<td>1974–1977</td>
<td>4</td>
<td>16</td>
<td>25</td>
<td>3</td>
<td>0.398</td>
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<tr>
<td>Jerry Davitch</td>
<td>1978–1981</td>
<td>4</td>
<td>15</td>
<td>29</td>
<td>0</td>
<td>0.341</td>
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<tr>
<td>Dennis Erickson</td>
<td>1982–1985</td>
<td>4</td>
<td>32</td>
<td>15</td>
<td>0</td>
<td>0.681</td>
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<tr>
<td>Jim Criner</td>
<td>1983–1986</td>
<td>5</td>
<td>15</td>
<td>20</td>
<td>0</td>
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<td>Skip Hall</td>
<td>1987–1992</td>
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<td>42</td>
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<td>Pokey Allen</td>
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<tr>
<td>Tom Mason</td>
<td>1997–2000</td>
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<td>6</td>
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<td>Dirk Koetter</td>
<td>2001–2005</td>
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<td>Dan Hawkins</td>
<td>2006–2013</td>
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<td>53</td>
<td>11</td>
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<td>0.828</td>
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<td>Chris Petersen</td>
<td>2008–2013</td>
<td>8</td>
<td>92</td>
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<td>0.885</td>
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<tr>
<td>Bob Gregory *</td>
<td>(bowl) 2013</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>Bryan Harsin</td>
<td>2014–2015</td>
<td>0</td>
<td>1</td>
<td>0</td>
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</tbody>
</table>

### Totals (1893–2013)

| Total            | 116    | 444   | 580   | 26    | 0.435 |

## UI Football Win/Loss by Coach

<table>
<thead>
<tr>
<th>Head Coach</th>
<th>Years</th>
<th>Seasons</th>
<th>Wins</th>
<th>Losses</th>
<th>Ties</th>
<th>Pct.</th>
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<td>Y C McNease</td>
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<td>2</td>
<td>7</td>
<td>13</td>
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<td>Don Robbins</td>
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<td>0.455</td>
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<td>Ed Troxel</td>
<td>1974–1977</td>
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<td>16</td>
<td>25</td>
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<tr>
<td>Jerry Davitch</td>
<td>1978–1981</td>
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<td>15</td>
<td>29</td>
<td>0</td>
<td>0.341</td>
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<tr>
<td>Dennis Erickson (a)</td>
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<td>4</td>
<td>32</td>
<td>15</td>
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<td>John L. Smith</td>
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<td>Chris Tormey</td>
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<td>23</td>
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<td>11</td>
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<td>2</td>
<td>5</td>
<td>18</td>
<td>0</td>
<td>0.217</td>
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<tr>
<td>Dennis Erickson (b)</td>
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<td>1</td>
<td>4</td>
<td>8</td>
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<td>Robb Akey</td>
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<td>20</td>
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<td>0</td>
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</tr>
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<td>Jason Gesser ^</td>
<td>2012</td>
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<td>0</td>
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</tr>
<tr>
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<td>1 1</td>
<td>11</td>
<td>0</td>
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<td></td>
</tr>
</tbody>
</table>

## Totals (1893–2013)

| Total            | 116    | 444   | 580   | 26    | 0.435 |

Freakonomics: How Much Do Football Wins Pay Off for a College?

If a *FBS football team increases in winning by five games:

- Athletic Donations increase $682,000 (28%).
- University applications increase by 677 applicants.
- Acceptance rate drops by 1.5%.
- Instate enrollments increase by 76 students (3%).
- Incoming 25th percentile SAT scores increase 9 points (1%).

*Football Bowl Subdivision

Student Enrollments

UI Enrollment on the Moscow Campus 1952-2013
Fall 10th Day Headcount*

* 10th Day for Modern Counts (Unknown Earlier Dates)
UI: Current Challenges...

- BSU had 85% more students (headcount) than the UI (AY 2013).
- BSU had 56% more students measured by FTEs.

Source: Idaho State Board of Education Snapshot Enrollments
UI: Current Challenges...

• 2013 State Rankings (Student Headcounts):
  • BSU  21,981
  • ISU  13,351
  • UI  11,884
  • Lewis-Clark State College-LCSC (3,585)

• UI ranks second place in terms of full-time equivalents (FTEs) behind BSU.

Source: Idaho State Board of Education  Snapshot Enrollments
UI: Current Challenges...

Cumulative Student Growth Rates 2003-2013:
• UI (-7.8%)
• BSU (19.3%)
• ISU (-2.0%)
• LCSC (11.1%)

Average Annual Student Growth Rates (1982-2013):
• UI (0.8%)
• BSU (2.2%)
• ISU (2.1%)
• LCSC (1.8%)

Source: Idaho State Board of Education  Snapshot Enrollments
Student Enrollments at Idaho Universities (Headcount 1982-2013)

- Boise State University
- Idaho State University
- University of Idaho
- Lewis Clark State College

Source: Idaho State Board of Education
UI: Current Challenges...

Employing the historical 0.8% UI student growth rate into a future forecast (1983-2013), the UI would reach former UI President Nellis target of 16,000 student enrollments in the year 2049.
UI Enrollment by College 1979-2012

Agriculture
Arts/Arch
Business
Education
Engineering
CLASS
CNR
Science

Source: UI Archie George
UI Enrollment by College 2003-2013 (End of Semester)

- Agriculture
- Arts/Arch
- Business
- Education
- Engineering
- CLASS
- CNR
- Science

Source: UI Institutional Research
Other Idaho Challenges...

- Brigham Young University-Idaho (BYU Idaho) Private Institution
  - 15,584 headcount (13,442 FTE) Fall 2013
- Community Colleges
  - College of Western Idaho (CWI) Opened in 2009 and spun off from BSU.
    - 9,204 F2013
  - College of Southern Idaho (CSI)
    - 8,233 F2013
  - North Idaho College (NIC)
    - 6,029 F2013
  - College of Idaho
    - 1,120 Private Institution
  - Eastern Idaho Technical College
    - 829 F2013
Competition to the UI...

- Boise State University is becoming the university of choice for many students who in previous years would have attended the University of Idaho or other out-of-state universities.
- Bingham Young University-Idaho also attracts many students who would have attended the University of Idaho in previous years.
- The pool of students is constrained as Idaho has the lowest high school-to-college attendance rate in the U.S.*

*Source:
UI: Current Challenges...
BSU is at Par with the UI in Total Graduates (2012-2013)

- BSU produced more bachelor’s degrees (2,876) than the UI (1,981).
- BSU produced more master’s degrees (691) than the UI (650).
- The UI produced more substantially more doctoral degrees (106 research/118 professional practice degrees) to BSU (11 degrees).
## Finances and Budgets

### UI FY 2014 Sources and Uses

### Fiscal Year 2014

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<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
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<td>CEO Approved</td>
<td>Estimated Budgets</td>
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<td></td>
<td></td>
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<tr>
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<td>Source</td>
<td>Source</td>
<td>Source</td>
<td>Source</td>
<td>Source</td>
<td>Source</td>
<td>Total</td>
</tr>
</tbody>
</table>

### SOURCES OF FUNDS:

- **State Appropriations**
  - General Account: $76,713,900
  - General Acct - One time funds: 0
  - Endowment Funds: 7,166,400
  - Student Fees: 72,334,900 (2014)
  - One-time Replacement Cap.: 421,200
  - Federal Stimulus Funds: 0

- **Other Student Fees**: 671,400
- **Federal Approp/Grants/Contracts**: 64,299,600
- **Federal Student Financial Aid**: 85,174,000
- **State Grants & Contracts**: 790,486 (2014)
- **Private Gifts, Grts & Contr**: 3,458,172
- **Sales & Serv of Educ Act**: 17,907,044
- **Sales & Serv of Aux Ent**: 30,471,406
- **Indirect Costs**: 10,023,000
- **Other**: 368,800

- **Total Appropriations**: 156,215,200
- **Total Revenue**: 156,584,000

### Board Approved Budgets

- **UI FY 2014 Sources and Uses**
- **General Education**: 76,713,900
- **Professional Education**: 30,810,900
- **Special Programs**:
- **Auxiliary Enterprise**:
- **Institutional Accounts**:
- **Grants & Contracts**:
- **Operating Budgets**:
- **Total**: 107,524,800

### CEO Approved Estimated Budgets

- **Total**: 23.9%

### Estimated Budgets

- **General Account - One time funds**: 0
- **Endowment Funds**: 7,166,400
- **Student Fees**: 72,334,900
- **One-time Replacement Cap.**: 421,200
- **Federal Stimulus Funds**: 0

### Total Appropriations

- **Total Appropriations**: 187,447,300
- **Total Revenue**: 157,016,800

### Other Sources

- **Other Student Fees**: 671,400
- **Federal Approp/Grants/Contracts**: 64,299,600
- **Federal Student Financial Aid**: 85,174,000
- **State Grants & Contracts**: 790,486
- **Private Gifts, Grts & Contr**: 3,458,172
- **Sales & Serv of Educ Act**: 17,907,044
- **Sales & Serv of Aux Ent**: 30,471,406
- **Indirect Costs**: 10,023,000
- **Other**: 368,800

### Total Revenue

- **Total Revenue**: 449,370,900
- **Total**: 100.0%
UI: Current Challenges...
BSU Now Exceeds UI in State Budgeting

- FY2015 basic state appropriation
  - BSU $83.1 million
  - UI $82.1 million
- FY2015 total appropriation (Inc. student fees)
  - BSU $168.3 million
  - UI $165.4 million
- FY2014 Total Sources and Uses
  - UI $449 million
  - BSU $443 million
State General Appropriation (Nominal Dollars)
Higher Education Idaho FY 1977-2015

Source: Idaho State Board of Education
Total Appropriation and Funding (Nominal Dollars)
Higher Education Idaho FY 1977-2015

Source: Idaho State Board of Education
Historic Growth in Federal Grants and Contracts 1972-2012 (Nominal Dollars)

UI: Current Challenges...

The UI had $95.3 million in research expenditures in 2012 and $94.4 million in 2011, approximately 67% of the total for all Idaho higher education.
UI Research – Sustained Activity

UI Nominal Research Expenditures 1990-2012

UI Office of Sponsored Programs
UI Research – Sustained Activity

UI Real Expenditures 1990-2012
In Constant 2013 Dollars (CPI)

UI Office of Sponsored Programs
UI: Current Challenges...

• From 2004 to 2012 total UI research grew 2.2% cumulatively (nominal $) while research at BSU grew 194.6% (although beginning from a much lower base), and stood at $26.9 million in 2012.

• ISU grew 44.3% and stood at $20.8 million (2012).

• Research from sponsored programs (alone) at the UI was $65.5 million in FY2012, up from $62.3 million in FY2005.
Population Demographics

Population of Idaho 2012

- Southwest 897,488 56%
- Southeast 376,278 24%
- North 321,962 20%
- Total 1,595,728 100%

Average Annual Growth Rates
Population 1990-2012

- Idaho State 2.1%
- North 2.8%
- Central 0.6%
- NorthCentral 1.8%
- Southwest 2.6%
- Southeast 1.4%

Source: BEA

- The UI is geographically isolated in a rural slow-growing region of the state.
- Access is constrained by a weak transportation system and mountains.
Perception is Reality?
University of Idaho’s Perception to Idaho

Moscow and the University of Idaho face an image problem from possible several sources:

1) Idaho media bias against both Moscow and the UI.
2) Challenges of running a university with a residential campus.
3) Self-inflicted image problems by the UI and some bad luck.
4) A general lack of awareness by some Moscow academic and community leaders on how the University of Idaho is perceived around the state.
Moscow’s Perception to Idaho

• There is a *perceived* media bias in Idaho.
• The Idaho Statesman (located in Boise) is a particular concern especially with reference to the fairness and accuracy of it’s reporting on the University of Idaho.
• The Statesman is located in Boise and its customer base is nearly 1/2 of Idaho’s population. Their coverage of the UI is important.
Secondly, there are the usual challenges of running a residential university. There is an average of about one about serious alcohol related accident or death per year in Moscow.

Young adults, ages 18-25 years often engage in risky behavior and these types of accidents occur whether or not they are attending college.
Moscow’s Perception to Idaho

• The Rejena Coghlan 1993 case illustrates the point. Rejena was paralyzed from a fire escape fall at her resident after being escorted home to the Alpha Phi sorority from a fraternity party.
• The case received mass media coverage for years, appearing on the front page of many regional newspapers repeatedly.

Source: Moscow Pullman Daily News 9/1/95
Moscow’s Perception to Idaho

• Third, UI administrators sometimes fail to successfully navigate Idaho politics efficiently.
• Example: Proposed closure of the UI Parma Research Station due to State of Idaho budget cuts in 2009.
• The UI was facing severe budget cuts from the 2007-2009 recession and it was evident early in the year from Idaho legislative action that one of the research stations was going to close.
Moscow’s Perception to Idaho

• The decision was not announced in a timely fashion that would have directly linked the closure to the budget cuts by the legislature.

• UI administrators waited until June 17th of that year after the legislative was out-of-session to announce that decision.

• The UI got blamed in the media rather than the recession or the Idaho Legislature.
Moscow’s Perception to Idaho

• Forth, there is a fundamental lack of awareness on how Moscow is perceived around the state.

• Note this is not about the merits of any specific issue, but how they are addressed in the community and the perception of these actions by the rest of Idaho.
# Local Economic Impacts of UI

## 2010-2011 Students on the Palouse as a Percent of Population

<table>
<thead>
<tr>
<th>University</th>
<th>County</th>
<th>Students</th>
<th>% Students</th>
<th>Population</th>
<th>% Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington State University</td>
<td>Whitman</td>
<td>19,433</td>
<td>55%</td>
<td>45,077</td>
<td>43%</td>
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<tr>
<td>University of Idaho</td>
<td>Latah</td>
<td>11,043</td>
<td>35%</td>
<td>37,704</td>
<td>29%</td>
</tr>
<tr>
<td>Lewis-Clark State College</td>
<td>Nez Perce</td>
<td>3,761</td>
<td>10%</td>
<td>39,543</td>
<td>10%</td>
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<tr>
<td><strong>Total</strong></td>
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<td>34,237</td>
<td>100%</td>
<td>122,324</td>
<td>28%</td>
</tr>
</tbody>
</table>

Notes: 2011 Estimated Population from U.S. Census; 2011 Headcount Students from WSU, UI, LCSC
Moscow’s Economic Base

Moscow/Latah County’s economic base identifies the key drivers of the economy.

1) It consists of the University of Idaho (50% of the economy).

2) All other basic industries including agriculture, wood products, high technology manufacturing and services (25% of the economy).

3) Moscow’s role as the home and shopping center of the Palouse, as a bedroom community to Pullman (25% of the economy).
The only part of Moscow’s economy that is growing is its role as the home and shopping center of the Palouse (I.e. as a bedroom community to Pullman).

• If it was not for the strong growth of Schweitzer Engineering in Pullman which added over 1,000 employees this last decade, and the nearly 3,000 new students at Washington State University, Moscow would be in a recession.
Pathway Forward: A Legacy at Risk
Possible Missed Opportunities...

- University of Idaho Branch Campus System. Both Idaho State University and Lewis-Clark State College were once branches of the University of Idaho.
- Speculation: The UI could have established a full branch or chancellor system fifty–sixty years ago.
- The branch system has served Washington State University well.
- The UI is currently partially “walled off” from the urban regions of the state.
Legacy Programs

• The UI has several legacy programs that are very important to Idaho but will not likely be regions of substantial growth in the future:
  • Agriculture
  • Wood Products
  • Natural Resources
  • Mining
Choices to Grow

Possible Options
• Increase the number of students. (Legislative funding follows student enrollments.)
• Increase donations/endowments.
• Increase sponsored research.

Not Likely Options
• Change the Idaho Legislature university funding formula to account for greater quality of students and outcomes in funding decisions.
• Idaho Legislature allowing Idaho Universities to set their own student fee schedules. (I.e. raise fees.)

Wishful Thinking
• Raise tuition and student enrollments will increase. (We are unvalued!) This works for some private, very elite universities, but not a public university such as the UI.
• Raise academic standards and student enrollments will increase. (College choices by parents and students are not as rational as we would like.)
Pathway Forward: Suggestions/Alternatives

1) Create one major consistent winning sports team. (I.e. football)

2) Reduce the institutional and academic silos within the UI.

3) Align *faculty* and staff incentives to become **growth focused** in three areas: a) student enrollments and graduates, b) external grants and contracts, c) external donations.

4) Create a revenue attribution model for growth *that supports item 3 above.*
Pathway Forward: Suggestions/Alternatives

5) Revisit the Western Undergraduate Exchange (WUE) and fully reinstate that program if possible and explore increasing enrollments from Washington, Oregon, and Alaska.

6) Explore marginal cost pricing in terms of tuition and scholarships as opposed to the average cost pricing model currently used by the UI.

7) Encourage faculty and staff to become more connected to Idaho. Allow free tuition and fee waivers for the children of faculty and staff.

8) Reduce unnecessary internal enrollment barriers to entry to the UI where appropriate and feasible.
Pathway Forward: A Region at Risk

9) Encourage faculty, student, and staff entrepreneurship activities within the institution.

10) Encourage the new UI president and leadership team to increase their operating awareness of Idaho’s political landscape. The faculty and staff should also be encourage as well.

11) Encourage much greater collaboration and teamwork with BSU, ISU, and LCSC administrators and faculty including program and research partnerships.

12) Active efforts to reduce faculty turn-over which cost the UI $50,000 to a $1,000,000 per faculty member. Supplement salaries with fellowships, internal research grants, and outside partnerships with businesses and other stakeholders.
Any Questions?