

**2005 Spring Update**  
**Bob Kustra, Boise State University**

Welcome. Let me begin by introducing the BSU Faculty Brass Quintet, who will perform for us this morning. The Quintet includes:

Brad Peters, trumpet  
Marcellus Brown, trumpet  
David Saunders, horn  
David Mathie, trombone  
Mike Fischer, tuba

Good morning and welcome back as we kick off the New Year and prepare for what I am sure will be a very productive and successful year for Boise State.

I appreciate the opportunity to give these addresses at both the outset of our fall and spring semesters. However, I have given some thought to how I might differentiate these presentations and have concluded that we can use this opportunity to update the campus community on our progress midyear and then use the fall address as a more formal presentation that explores issues facing higher education and a vision for Boise State in these challenging times.

I would like to begin this morning's presentation by calling your attention to the easel to my left. On Monday, we held a memorial service in the Lookout Room for Dr. Joe Hartman who passed away after a brief illness. Joe was so much the role model for everything Boise State and its faculty is and can become. With three degrees in electrical engineering from Carnegie Mellon, including his Ph.D., he was a researcher and teacher who loved engaging his students in the process of discovery. Joe transitioned to higher education from industry where he served as Vice President of Engineering at Uniysis Corporation. I first met Joe when we announced the FAA Center of Excellence, under his leadership and direction, in which we partnered with prestigious research universities across American higher education. His work truly distinguished our College of Engineering and our university. Our condolences to Joe's family, friends, and colleagues in Engineering who I know will miss him dearly.

We lost two other colleagues who helped lay the foundation of success that we are enjoying today. Dr. Gary Rosine served as Chair of the Art Department since 1995. He received a Ph.D. in Philosophy of Art from Pennsylvania State University, an MFA from Columbia and a BFA from the University of Utah. Gary was a passionate and professional administrator who balanced a critical intellect with a gentle soul. In addition to his service as chair, he was an inspired and gifted teacher who mentored many students throughout his time at BSU. His colorful provocative paintings were exhibited at numerous galleries and museums throughout the world. He will truly be missed.

Ray Sparkman was the sign shop foreman here on campus. Ray was a Boise High grad and graduated with a bachelor's degree in Graphics Design from Boise State. He came to work as a temp in 1994 and became the permanent Sign Shop Foreman in 1996. He was a very valuable member of the University Sign Committee and had a positive impact on the design and direction

of the University's Sign Policy, and was incredibly creative and responsive to the campus community. I am told that Ray was a very private person who focused his free time on becoming a Master Gardener (he grew lots of vegetables which he generously shared with neighbors and friends). He always fed the quail and raccoons and had a kitty (which needs a home now that Ray is gone.)

May we have a moment of silence to reflect on the lives of our colleagues and give thanks for their time with us.

This is clearly a very exciting time for the Boise State family. In fact, allow me to borrow from a best-selling book by Malcolm Gladwell, *THE TIPPING POINT*, which demonstrates how certain ideas, messages, strategies and their implementation in an organization can be tipping points for organizations, crossing a threshold and lifting the organization to a new level of achievement or success.

We seem to be writing a chapter in Boise State history that campus historians will look back on as the tipping point to our rise as a premier institution of higher learning in the nation. I'm sure skeptics will accuse me of hyperbole with statements such as that, but I am very serious.

Those universities who we regard today as our nation's finest did not always enjoy the reputations they earned over the years. The other day I was reading a book review of the recently-released works of A.J. Liebling. Reflecting on his early-twentieth century education at Columbia University, the New York reporter, writing in mid-twentieth century claimed that its journalism school had the intellectual weight of "a training school for future employees of the A&P, which was one of the nation's food supermarket of his time. There are a number of examples of public universities who have emerged from their early histories as normal schools, junior colleges or smaller liberal arts institutions to become national examples of academic distinction.

But back to the tipping point. I'm sure that it has crossed a few minds that I just might have our incredible football tradition and recent string of winning and now undefeated regular season play at the top of my list of factors creating Boise State's tipping point. Well, you're right. I cannot say enough about what it has taken for our athletic program under the leadership of Gene Bleymaier, and in particular, our football program under the leadership of Dan Hawkins and his fine staff. They demand athletic and academic success on and off the field and I would like to congratulate the players and their coaches on an outstanding season—a season that catapulted Boise State into national prominence with coverage by the New York Times, Los Angeles Times, USA Today, and countless other media outlets across the country. As I have said so often, we really could not afford to pay for the publicity the football program earned for us this year.

But our tipping point is about much more than football. So much of your good work underway this year or planned for next fall or beyond plays a major role in positioning Boise State for the future. We will be a better university by virtue of your good work. We will continue to improve our academic quality in every way, we will improve our students' success,

we will improve our ability to serve students interested in graduate studies, we will share with our students the excitement of discovery as our faculty engage students in their research.

So allow me to update you on some of the campus' latest developments, some of the exciting initiatives underway on our campus and some of our recent accomplishments. The first requires us to divert our attention from the relative safety and comfort that we enjoy as Americans to what will surely be one of the news events of the decade... and that is the devastation and loss of life caused by the Tsunami in Asia. I sent a message to all of you yesterday outlining a new Boise State effort to provide support to the Tsunami victims. As noted in my message, we have created an account at Boise State that will allow you to make contributions in person, over the phone, through a web site, or through a payroll deduction. Our students will also be involved with the ASBSU taking the lead in soliciting student donations. The ultimate result will be a check to the American Red Cross for the Tsunami Relief Effort on behalf of Boise State University faculty, staff and students.

You may have noticed the jars outside of our room today, which are offered for this purpose. I encourage your support.

Our efforts to respond to this disaster fall right in line with a larger campus initiative to create an international perspective among our students that challenges them to think and act as global citizens connected to political, economic, social and environmental developments around the world. Our campus should be an international milieu that fosters an exchange of students, American students and international students exchanging study opportunities across the globe and here at home on the Boise State campus. To this end, a Task Force on Internationalization, co-chaired by Dean Blankenship and Sabine Khlara, our Director of International Programs has been commissioned to develop a plan for the comprehensive internationalization of Boise State, recognizing the synergy across the breadth of academic programs, administrative departments, student services, research, and outreach activities. The task force members have organized themselves into working groups centered on Campus Life, Curriculum/Programs, Student Affairs, Community Partnerships and Marketing. Anyone wishing to contribute to this effort should contact Mike or Sabine.

Other initiatives underway to increase the quality of the learning experience, improve the academic quality of our programming, improve the academic success of our students and encourage the best and the brightest students to attend Boise State include:

#### **Graduate Residential Scholars Program**

- a. Special Thanks to Kevin Satterlee, Craig Thompson, Kim Thomas and Jack Pelton for combining efforts to develop this new powerful tool for the recruitment of top quality graduate students
- b. The program is for full-time graduate students
- c. The value of the award exceeds \$26,000 annually, and includes a graduate assistantship in the student's area of study, lodging in the new graduate residential community, a nine-month stipend, and waiver of fees and tuition

### **Task Force on Freshman Success**

- In October, Provost Sona Andrews and Vice President for Student Affairs Peg Blake convened a 14-person task force charged with examining the first-year experience of Boise State's students.
- Sona and Peg charged the task force with looking at everything related to a first-year student's experience. Their recommendations will focus in those areas where the institution can have a positive impact on student retention.
- Questions that the group is exploring include:
  1. What contributes to the academic success of first-year students at Boise State?
  2. What contributes to first-year students' decisions to return to Boise State for their second year or to leave?
  3. What programs and practices should be in place to support the academic success and retention of our first-year students?
- Among other activities, the task force has commissioned a survey of student leavers who enrolled as full-time, degree-seeking students for the first time in Fall 2003 but did not return to Boise State for the Fall of 2004. Results are expected to be available for analysis very soon.
- Members collectively bring a vast knowledge of campus practices and programs; experience with teaching freshman-level courses; and long-term research on student retention and related topics.
- The task force is chaired by Dr. Suzanne McCorkle, professor of Communications and Director of the Conflict Management Services program. Staffing the Task force are Margie Van Vooren, Dean of Students, and Cindy Anson, Projects Coordinator for Academic Affairs.

### **Freshman Book Program**

The English Department has enthusiastically adopted this project and will integrate this into all freshman comp classes. It's my fondest hope that our entire campus will embrace the annual selection for our first-year students. One of the goals of this program is to develop a habit of reading good literature in the lives of our students, regardless of major area of study. I also expect to see the author of the chosen work visit our campus and share with our students the experience of writing the book.

### **Attracting student scholars to Boise State**

This spring, we are placing a renewed emphasis on attracting the best and brightest high school students to Boise State University. The competition for these students is very strong, and it will require a significant long-term commitment of resources for recruitment and scholarships.

First, we will kick off the Capital Scholars Program this spring. In April, we will invite all Idaho high school juniors with an ACT score greater than or equal to 27, or an SAT score greater than or equal to 1220, to attend our inaugural "Capital Scholars Program" at Boise State. The program will include interaction with faculty and students doing

research together, campus tours developed to specifically highlight research of interest to these high ability students, and an evening program culminating in the awarding of a \$1,000 scholarship to each of these Capital Scholars. We are working with potential contributors to make this program a truly spectacular event!

A second component of our plan to recruit the 'best and brightest' to Boise State involves developing a program to attract National Merit Scholars to our university. Each February, approximately 15,000 high school seniors in the United States are designated as National Merit Scholars due to their strong performance on the PSAT (taken in their junior year) and sterling high school records. Idaho produces about 80 National Merit Scholars each year, with about 40% of them coming from the Treasure Valley. Boise State University plans to recruit several of these students each year, beginning this spring, with scholarships that will cover their full fees for four years of undergraduate work, plus provide them with an annual stipend.

Excellence in academic programming also depends on our ability and resources to hire our first choices for faculty positions. This academic year, we are recruiting at least 40 new faculty members. In addition, we have committed to 5 new positions; 2 in Engineering, 2 in GeoScience and 1 in Nursing. We are ready to submit Notices of Intent to the SBOE for a Ph.D. in GeoScience and in Engineering and a Masters in Nursing. Micron has viewed our investment in the Engineering program positively and is providing start-up funds for these positions.

This enhancement of faculty positions is directly related to our plans for new graduate degrees, including a Ph.D. in Electrical Engineering; a Ph.D. in Geosciences; an MS in Hydrology; and an MS in Nursing.

For those of you wondering why decisions have been made on these particular programs, we have identified programs in which it will be relatively easy to reach a critical mass of faculty expertise for a new graduate offering and where we know there is sufficient student demand.

Our objective is to move Boise State from its current Carnegie classification of Masters Level I to Doctoral Intensive University. Our faculty's ability to access funding for research and scholarship is tied in some important ways to how our university is defined and regarded by our peers, which, of course, depends on the Carnegie classification.

The role of University Advancement, that is, fundraising from private donors, has become so much more critical in public universities in recent years as funding simply has not kept pace with our growth. I can report to you this morning that our Boise State Foundation understands how it must adjust to this new era and is in the process of adapting to these changing circumstances.

Last fall, we presented the Foundation with a case for funding Endowed Chairs and Professorships to recruit high quality faculty and reward some of our faculty who have distinguished themselves and the University. The response was very positive. A number of donors have been identified who have the capacity to help us in these areas and I am confident that we will have some significant gifts to announce in the next year.

The good news is that we have a role model for our goal of creating endowed chairs for our faculty. Thanks to the generosity of the late Jody DeMeyer and her love of nursing and our College of Health Sciences, we now have the Jody DeMeyer Endowed Chair in Nursing, Boise State's first fully endowed chair.

The Foundation, under the leadership of Debbie Riedel this year, a Boise State grad in Music at the Bachelor's and Master's level, is providing dynamic leadership as we plan for a comprehensive campaign, the first ever for Boise State. The campaign will raise funds for scholarship assistance, faculty support, new program development and new facilities to accommodate our strategic plan and master facilities plan. We have interviewed four firms to assist us in the effort and will soon decide on one. I am sure you will be hearing more about the campaign when I address the campus next fall, but you can expect us to set an ambitious goal well in excess of \$100M.

As you may remember, we are also searching for a new Vice President of University Advancement who will provide the leadership for the comprehensive campaign in addition to providing leadership for our development and alumni staff. Dean Cheryl Schrader is chairing the search committee and the finalists for the position will begin visiting the campus at the end of this month. We hope to have a new VP in office this spring. We will provide opportunities for all of you to meet the candidates so watch for the opportunity to meet and evaluate the finalists.

I would like to thank Mark Dunham, our Director of Government Relations, for stepping in the last few months and providing great leadership to our multi-faceted efforts to raise more funds.

In a few days, the legislature will reconvene to begin deliberations on the annual state budget and Governor Kempthorne will deliver his State of the State address. We will be anxiously waiting to hear how public higher education fares this year in the state's allocation of its resources. With increasing pressure to hold the line on taxes, or even reduce or eliminate taxes, and the competing demands of health care and corrections, it is imperative that higher education state its case for public investment in our state's universities in a clear and compelling manner. We must be able to prove that we add value to the state's economy, that the education and services we provide to Idaho citizens is reinvested in this state and thereby improves the quality of life for all Idahoans for generations to come.

There is no question that Boise State is uniquely positioned in this state to be a major catalyst for increased economic activity that will create better-paying jobs for Idahoans and build a strong state revenue base for future state budgets.

Situated in the midst of Idaho's predominant engine of economic development, Boise State has partnered with a host of innovative businesses and entrepreneurs who have contributed to the growth and diversification of the state's economy. Universities are uniquely designed to work with the business community, government, and individuals to coordinate and enhance economic development opportunities. There are currently a host of studies highlighting the role of higher education in facilitating the success of regional and state economies.

Governor Dirk Kempthorne's Science and Technology Advisory Council issued a report in October called "Moving Forward: Accelerating Idaho's Innovation Economy." The report notes:

*Increasingly it is technology-based economic development, driven by innovation, talent, and investment capital that is shaping the future of state economies. The reason technology is a central focus of most states' and regions' economic development efforts is simple: without a strong technology component, few industries – be it production agriculture, electronics, or durable goods manufacturing – can be globally competitive operating in the United States.*

The Governor's "21<sup>st</sup> Century Workforce Policy Academy" Final Report released last year reports that the state "is prepared to reform its workforce development and education systems to meet business needs for a highly skilled workforce and provide our citizens an opportunity to meet their economic goals."

The common thread throughout these reports and others is that higher education has a significant role to play in economic development.

Boise State is a rich resource for policy makers and businesses in addressing the multitude of opportunities and challenges presented in the new economy. We have the resources in our students, our faculty and our administrators to assist both the public and private sectors in meeting economic developments needs.

However, in order to take advantage of our unique opportunities, we at Boise State can and will improve our efforts in coordinating and sharpening our own internal resources and goals to meet the needs of our students as well as the businesses that will ultimately employ many of our graduates.

Currently at Boise State, it is difficult for people to readily identify what we can do to help with economic development. It is difficult whether you work at or attend the university. It is difficult if you are a policy maker. It is difficult if you are a corporate leader. It is difficult if you are an innovative Idahoan with a glimmer of the next great idea in need of a nurturing base. Where do you go at Boise State to get help?

Do you go to our website? Try searching for "economic development" or "business startups." Do you call our main telephone line? Where would a caller be directed? Do you call the College of Business and Economics? Perhaps, but what if the needs are more in the engineering field? What if they are seeking help with technical writing as opposed to a business plan. Would they be directed to the English Department or the Communication Department?

It can be a frustrating experience to find the help that so many of us know intuitively Boise State has to offer. We have the resources. We have the people. We have the answers. We just don't have any one place where people can go to ask the questions. We must do a better job in helping people understand and access our wealth of resources.

We will undertake steps in the next few months to identify and clarify our economic development resources. We will work to coordinate our efforts. We will make it easy to get help. We will make it easy to ask questions, and we will provide the answers.

In this regard, I've asked Mark Dunham, our Director of Government Relations as well as our Interim Vice President for Advancement to begin the process of reengineering how Boise State serves the Idaho economy and Idaho communities. Working with the campus community, policy makers, and the business community, Boise State will live up to our potential and responsibility as a key contributor to Idaho's economy.

Boise State means business and we will be there for all who want to play a role in expanding the Idaho economy.

One more note on Boise State's role as a partner in economic development. We are moving forward with our plan to develop a community college in the Treasure Valley. We have a host of internal teams examining what our institutional offerings might look like, the budget, the funding model, the physical facilities, and the community needs. We have also have an advisory committee of external community leaders. We envision a distributed campus, with BSU West serving as the primary site, but with campus annexes in other parts of the Treasure Valley as well.

And as important a role as the community college will play in workforce development and job creation, it will also offer access to students interested in transferring to a senior university, to students who deserve a second chance and need remediation, to adults who are returning after years away from education, to students who cannot afford the fees of a senior, research university and to students seeking certificates and associates degrees.

### **Beyond the Blue**

With the unprecedented national media attention that our university has received this fall, how many times have you had to field the question, "Aren't you the school with the blue turf?" While we are proud of our football success and the unique smurf turf, we know there is much more to Boise State and we began thinking in the middle of this incredible football season that there must be a way to capitalize on our success.

To that end, we have launched an image campaign called "Beyond The Blue" that promotes Boise State off the field. Whether it is our impressive faculty, vibrant campus life or academic accomplishments, we have many success stories.

Now we're going to show you a 30-second spot that made its debut for a national television audience watching the Liberty Bowl. The promotional effort will continue here in the months ahead. If you have any thoughts on this video or any other ideas on how we can more effectively promote Boise State, please contact our Director of Communications, Frank Zang, by email at [Frankzang@boisestate.edu](mailto:Frankzang@boisestate.edu)

If you will bear with me, I promise there are only a few more announcements.

I hope that all of you will follow our Strategic Planning Process led by our Provost. It will become the roadmap to guide us into the future. Thanks to all who will be assisting with that effort.

We also have a Master Planning Process underway that is revamping our physical master plan for the campus. The architects have met with many from the campus community and are drawing up draft concepts for our review. The new plan will tie the academic master plan to the physical master plan to ensure we have in place the facilities necessary to accomplish our institutional mission. The final drafts of the plan are due in April.

Great news from our Interim Accreditation Visit. The review team wrote a glowing report on how far BSU has come on issues that were of concern 5 years ago. We were commended for our implementation of PeopleSoft and BroncoWeb, advising, and the integration of adjuncts into department life. We still have work to do in the area of assessment, like the rest of higher education, and we will have a series of workshops and programs in the spring semester to assist departments in this process.

Congratulations to the Art Department for receiving accreditation by the National Association of Schools of Art & Design.

Happy Anniversary to the College of Social Sciences & Public Affairs, which celebrated its 20th anniversary and honored 20 of its alums during Homecoming week. It has established 3 new research units. The Center for Idaho History and Politics has already produced a number of projects (Idaho Yesterdays), the Fettuccine Forum), and Idaho Issues Online. The Center for the Study of Aging, a joint effort with the College of Health Sciences, has already attracted about \$650,000 in funding from Health and Human Services.

Boise State is a new member of the National Association of State Universities and Land-Grant Colleges, the nation's oldest higher education association. The Association is dedicated to supporting excellence in teaching, research and public service. Our membership and participation enhances the national exposure of Boise State University and helps develop the contacts needed to form partnerships with other public universities, with government, and with the private sector.

Congratulations to two of our colleagues on their recent appointments.

Jo Ellen DiNucci, formerly the Controller at Boise State, was appointed as the Associate Vice President for Finance and Administration after a national search.

Jared Everett, formerly the Director of Parking and Transportation Services was promoted to the Director of the Department of Public Safety, Risk Management and Transportation Services as part of a reorganization of the university's security, law enforcement, environmental health, risk management, parking and transportation functions to better serve the campus safety and transportation operations.

Twice a year, I meet with the current Faculty Senate President and those who have served before him. This year, they asked me if I would beseech faculty members to sign up for committee service. Currently, there are about 40 committees, many of which are in need of membership to accomplish their mission. Please contact Dr. George Murgel if you are interested.

Ladies and Gentlemen, I cannot take any more of your valuable time, but I do thank you for the rich material you have provided for this update. As I said at the outset, these are exciting times for Boise State and I am honored to serve with you in this transformative era in our history. With your talent and my impatience, we shall distinguish this great university in every way and add inestimable value to the Boise State degree and the quality of education it symbolizes. On with the job!