State of the University Address
Dr. Robert Kustra
August 22, 2012
Welcome!

New Spaces

Cue Video
Welcome!

New Faces
• Harold Blackman, Associate Vice President for Strategic Research Initiatives
• Chris Wuthrich, Dean of Students
• Mark Coyle, Athletic Director
• David Adler, Director, Andrus Center for Public Policy, SSPA
• Eric Lindquist, Director, Public Policy Center, SSPA
• Suzan Kardong-Edgren, Jody DeMeyer Endowed Chair of Nursing, COHS

New Appointments
• Tony Roark, Dean, College of Arts & Sciences
• Amy Moll, Dean, College of Engineering
Welcome!
New Faculty

College of Arts & Sciences
Allan Albig, Assistant Professor, Biology -- Washington State University
Kelly Arispe, Assistant Professor, MLL -- University of California, Davis
Samuel Coskey, Assistant Professor, Mathematics -- Rutgers
Whitney Douglas, Assistant Professor, English -- University of Nebraska-Lincoln
Jeffrey Johnson, Assistant Professor, Geosciences -- University of Washington
Partha Mukherjee, Assistant Professor, Mathematics -- University of Minnesota
Tim Thorne, Assistant Professor, English -- University of Oregon
Dawn Farmer, Visiting Asst Prof and Interim Dir of Music Ed -- Arizona State University
Tiffany Hitesman, Lecturer, English -- Boise State University
Ruth Salter, Lecturer, English -- University of California, Irvine
Davina Snow, Lecturer, MLL -- Gallaudet University
Kimberly Carter-Cram, Lecturer (Temporary), MLL -- UCLA
Kristine Sligar, Lecturer, Chemistry and Biochemistry -- Northwest Nazarene University
Kevin Martinez, Instructor, Math -- Boise State University
Jean Schneider, Lecturer, Math -- Boise State University
Jason Smith, Lecturer, Math -- Boise State University

College of Business & Economics
Susan Park, Assistant Professor, Management --University of Idaho
Michail Fragkias, Visiting Professor, Economics --Clark University
Cheryl Larabee, Lecturer, Management --Golden Gate University
Decatur Reed, Lecturer, Management --Brigham Young University

College of Education
Nicole Bolter, Assistant Professor, Kinesiology --University of Minnesota, Twin Cities
Michele Carney, Assistant Professor, CIFS --University of Idaho
Alan John (AJ) Zenkert, Clinical Professor/Supervisor, CIFS --Boise State University
Lisa Beymer, Lecturer, Special Ed & Early Childhood Studies --Boise State University
Kristi Mesler, Lecturer, Ed Tech -- Boise State University
Cheryle (Sherry) Dismuke, Lecturer, CIFS --Boise State University

College of Engineering
Claire Xiong, Assistant Professor, MSE --University of Pittsburg
Mason Vail, Lecturer, Computer Science --Boise State University
Jim Conrad, Lecturer, Computer Science --University of Idaho
Krishna Pakala, Lecturer, MBE --University of Wyoming

Albertson Library
Carolyn Adams, Assistant Professor / Librarian -- Wayne State University
Megan Davis, Assistant Professor -- University of North Carolina
Cheryl Oestreicher, Asst Prof/Department Head, Archives -- Drew University

College of Social Sciences & Public Affairs
Michael Allen, Assistant Professor, Political Science --Binghamton University
Thaddeus Conner, Assist Professor, Public Policy & Admin --University of Oklahoma
Royce Hutson, Assistant Professor, Social Work --University of Wisconsin
Laura King, Assistant Professor, Criminal Justice --Indiana University of Pennsylvania
Joelle (Jo) Powers, Assoc. Prof/Prog. Coordinator, Social Work -- Univ of North Carolina
Charlene Taylor-Kindrick, Assistant Professor, Criminal Justice --University of Cincinnati
Justin Vaughn, Assistant Professor, Political Science --Texas A&M University
Jacobs (Jaap) Vos, Associate Professor, MCRP --University of Illinois
Emily Wakild, Assistant Professor, History --University of Arizona
Kathryn Dems, Visiting Assistant Professor, Anthropology --UC, Davis
David Nolin, Visiting Assistant Professor, Anthropology --University of Washington
Raymond Mullenax, Clinical Professor, Social Work --Boise State University
Sean Falconer, Lecturer, Criminal Justice --Washington State University
Raymond Krohn, Lecturer, History -- Purdue University
SFC Spencer Dahl, Lecturer, Military Science
Kyle Conlon, Lecturer, Psychology --Florida State University

College of Health Sciences
Brenda Jenkins, Clinical Lecturer, Nursing --Vanderbilt University
Julie Carr, Lecturer, Nursing --Boise State University
Kathy Wiley, Lecturer, Nursing --University of Phoenix

Janet Smith, Clinical Instructor, I Do Teach --San Diego State University
Matt Wigglesworth, Clinical Instructor, I Do Teach --Montana State University
In Memoriam

Al Dufty
Associate Dean
Graduate College
1988-2012

David Mueller
Associate Professor
Criminal Justice
2001-2012

Ruthann Benjamin, Information Technology/Professional Staff Senate, 1992-2007
Andrew Schoedinger, Philosophy, 1972-2008
Nancy Daugherty, Account Maintenance Center, 1996-2011
MaryLou Fagerstedt, Telephone Services, 1986-1999
Gary Rubusch, FO&M, 1997-2012
Valerie Ann Tucker, Computing Services, 2000-2006
David Law-Smith, Enterprise Application Systems, 1982-2003
New Distinctions

- Peter Müllner, Materials Science & Engineering - Distinguished Professor
- Marion Scheepers, Mathematics - Distinguished Professor
- Heidi Reeder, Communications - Foundation Scholars Teaching Award
- Nancy Napier, International Business - Foundation Scholars Creative Activity Award
- Sondra Miller, Civil Engineering - Foundation Scholars Service Award
- Mitch Wieland, Creative Writing - National Endowment for the Arts Literature Fellow
- Alan Heathcock, Creative Writing - National Endowment for the Arts Literature Fellow
- Kerry Rice, Educational Technology - Fulbright Award
- Olga Salinas, Nursing - National Academic Advising Award
- Brad Arendt, Student Media - Professional Staff Member of the Year
- John Fransen, Music - Classified Employee of the Year
### Who We Are -- 2012

#### Student profile - New Freshman

<table>
<thead>
<tr>
<th>2001</th>
<th>2011</th>
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<tbody>
<tr>
<td>28% with 3.5 gpa or higher</td>
<td>40% with 3.5 gpa or higher</td>
</tr>
<tr>
<td>66% straight from high school</td>
<td>82% straight from high school</td>
</tr>
<tr>
<td>1.6% international students</td>
<td>3.5% international students</td>
</tr>
<tr>
<td>11% underrepresented students</td>
<td>15% underrepresented students</td>
</tr>
<tr>
<td>68% attending full-time</td>
<td>92% attending full-time</td>
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</tbody>
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Who We Are -- 2012

- Charter member of the National Academy of Inventors
  - includes several of our new conference partners, like Georgetown University, Temple University, University of South Florida, University of Cincinnati and University of Central Florida
- 18 patents awarded (15 in the last 3 years) and 25 pending
- $36 million in research awards
- 65 active NSF awards and sub-awards and more than 80 faculty members engaged in NSF projects
- 44 academic departments in six colleges offering 97 baccalaureate degrees, 75 master's degrees and 7 doctoral degrees
- 28,565 distinct students served last year
- 3,844 degrees awarded last year

- The Organization for Economic Co-operation and Development (OECD) annual report “Education at a Glance” provides data from 39 higher education systems across the globe.

- “One can’t help be struck by the gap between expenditure and output in the USA. In particular, high tuition fees, relatively modest enrollment figures as a proportion of the population, and low completion rates all suggest that the USA has some major systemic problems to deal with.”
  – Tony Bates, President and CEO of Tony Bates Associates Ltd, a private company specializing in consultancy and training in the planning and management of e-learning and distance education; Ph.D., University of London

- “The US used to lead the world in higher education attainment, but is now ranked twelfth among developed countries. We have become a high-cost provider of mediocre outcomes.”
  – Russ Whitehurst, Senior Fellow and Director of the Brown Center on Education Policy, Brookings Institution; Ph.D., University of Illinois
The Changing Times

2. Declining State Support

FY1997 All Funds Budget $135,021,000

- General Account: 43.48% (58,709,236)
- Student Tuition/Fees: 11.07% (14,948,900)
- Other Student Fees: 8.43% (11,388,300)
- Federal Grants & Contracts: 8.50% (11,472,300)
- State Grants & Contracts: 2.53% (3,412,000)
- Private Gifts, Grts & Contracts: 3.23% (4,355,600)
- Sales & Serv Educ Act: 3.82% (5,163,600)
- Sales & Serv Aux Ent: 15.73% (21,212,200)
- Indirect Costs: 0.61% (830,000)
- Other: 2.61% (3,528,864)
The Changing Times

2. Declining State Support

FY2013 All Funds Budget $404,855,646

- Federal Grants & Contracts: 29.07%, 117,691,111
- State-Loc Grants/Contracts: 0.54%, 2,200,060
- Sales & Serv Aux Ent: 13.13%, 53,138,693
- Private Gifts, Grants & Contracts: 5.90%, 23,894,451
- F&A Recovery: 1.34%, 5,430,885
- Other: 5.05%, 20,444,074
- General Account: 18.40%, 74,496,000
- Student Tuition/Fees: 18.85%, 76,318,400
- Other Student Fees: 7.72%, 31,241,972
2. Declining State Support

- In 1997, 44% of our total budget from the state general account; 20% from students
- In 2012, 18% of our total budget from the state general account; and 27% from student

FY1997 ALL FUNDS BUDGET $135,021,000

FY2013 ALL FUNDS BUDGET $404,855,646
3. The Rise of For-Profit Higher Education

• “The current US experience is a version of what I call the ‘Brazilian Effect:’ when public higher education cannot keep pace with growing public demand for access and programs, governments often allow for-profits to rush in and help fill the gap, becoming a much larger and sometimes dominant provider.”

• “Despite these new concerns that are spawning new federal regulations and a series of lawsuits, my prediction is that the for-profit sector will continue to grow over the long-term not so much because they meet societal demands for diverse forms of higher education, but because of the inability of the public sector to return to the levels of public subsidies and program growth they had in the past – the Brazilian Effect.”

- John Aubrey Douglass, UC Berkeley

Money, Politics and the Rise of For-Profit Higher Education in the US: A Story of Supply, Demand and the Brazilian Effect
Center for Higher Education Studies Research & Occasional Paper Series: CSHE.2.12, February 2012
The Changing Times

Who Are the Major Players?

- Several start-up companies are working with universities and professors to offer massive open online courses (MOOC’s). Right now four names are the ones to know:

  **edX**
  - A nonprofit effort run jointly by MIT, Harvard, and Berkeley.
  - Leaders of the group say they intend to slowly add other university partners over time. edX plans to freely give away the software platform it is building to offer the free courses, so that anyone can use it to run MOOC’s.

  **Coursera**
  - A for-profit company founded by two computer-science professors from Stanford.
  - The company’s model is to sign contracts with colleges that agree to use the platform to offer free courses and to get a percentage of any revenue. More than a dozen high-profile institutions, including Princeton and the U. of Virginia, have joined.

  **Udacity**
  - Another for-profit company founded by a Stanford computer-science professor.
  - The company, which works with individual professors rather than institutions, has attracted a range of well-known scholars. Unlike other providers of MOOC’s, it has said it will focus all of its courses on computer science and related fields.

  **Udemy**
  - A for-profit platform that lets anyone set up a course.
  - The company encourages its instructors to charge a small fee, with the revenue split between instructor and company. Authors themselves, more than a few of them with no academic affiliation, teach many of the courses.

- Chronicle of Higher Education

  What You Need to Know About MOOC’s, August 20, 2012
The Changing Times

http://president.boisestate.edu/presidents-blog/
The Changing Times

4. Advancements in Technology Applied to Learning

Mobile Learning platforms – personalized learning

- THATCamp (October 27, 2012)
  - An opportunity for humanists and technologists to come together and discuss issues related to teaching, learning & research in the digital humanities

- Masters in Applied Historical Research
  - iPads will be incorporated into key courses across the program
  - Reduce textbook costs
  - Students will develop skills in database management, website development, augmented reality, GIS, app development and game design

- Technology Improvements for Classrooms and Courses
  - All centrally scheduled classrooms (100+) now equipped with wireless access
  - Over half of classrooms are now equipped for lecture capture
  - Software in place to allow all faculty to “flip” their classrooms and publish lectures to Blackboard, iTunes or YouTube
  - All UF 100 courses will include a student created digital media component as a final project
5. Improvements in Learning Sciences

• “Learning is what matters most in higher education; questions of cost, efficiency, completion, and access, important as they are, are relevant only if students learn...there are critical gaps between what institutions of higher education promise and what they deliver.”
  - Richard P. Keeling and Richard H. Hersh
  *We're Losing Our Minds: Rethinking American Higher Education*

• “We finally have the makings of a research-based theory of how people learn that is educationally relevant (that is, the science of learning) and a set of evidence-based principles for how to help people learn that is grounded in cognitive theory (that is, the science of instruction).”
  - Susan A. Ambrose, Michael W. Bridges, Marsha C. Lovett, Michele DiPietro and Marie K. Norman
  *How Learning Works: 7 Research-Based Principles for Smart Teaching*
Developing New Strategies for Public Higher Education

Expanding Learning Opportunities for Students

- eCampus Initiative
  - More than 80% of all academic departments offer some portion of their curriculum online; collectively offering more than 1,000 courses online per year and 26% of our students enrolled in one or more online course each semester

- 80% of prospective adult students surveyed are interested in some form of online delivery, yet only 15% of our programs and degrees are fully online

- Arizona State Model – finding new ways to reach students
  - 7.5 week sessions, new admits 6 times per year
  - Resulted in over 6,000 students enrolled in 25 fully online programs...and growing

- RFP issued for developing online courses and programs - proposals due September 30

- Support provided for online training, instructional design and implementation of online offerings
Developing New Strategies for Public Higher Education

Expanding Learning Opportunities for Students

- NSF Grant to Combat Barriers to First-Year Engineering Students
  - Boise State researchers Dazhi Yang (Educational Technology) and Inanc Senocak (Engineering)
  - Identify concepts that cause engineering students to stumble, prevent misconceptions about those concepts and ultimately improve retention
  - Grant will focus on developing analytics and online tutorials to reinforce gaps

- Workload Policy and Tenure/Promotion
  - Faculty committee at work to modify / modernize our policies
  - Recognize teaching, research, service, advising as well as interdisciplinary collaborations, community engagement and faculty development
Developing New Strategies for Public Higher Education

Improve Use of Analytics in Assessing our Success

• Focus on Learning not just Teaching
  • *Foundational Studies & University Learning Outcomes*

• Embed the Assessment Process of our Learning & Teaching in the Colleges

• Act on Data not Intuition
  • *Provost’s Office Focus*
  • *Role of Research Office*

• Arizona State University
  • *Six year graduation rate for the freshman cohort entering fall 2004 was 58.7%, up 19.3% from the rate for the cohort that entered fall 1995*
  • *President Crow attributes much of this success to the use of analytics*
Developing New Strategies for Public Higher Education

Partnerships with Industry

- Create new and different partnerships with industry to improve the quality and quantity of workforce preparation and research

- IGEM
  - Awarded $700,000 from Governor’s Initiative to grow Idaho’s economy
  - Enhance the Computer Science program / add faculty
  - Increase research productivity and the number of graduates to meet pressing needs for software developers in the Treasure Valley

- Industrial Assessment Center
  - One of 24 centers in the nation, funded by DoE grant
  - Train engineering students to conduct energy assessments of Idaho industries and businesses
  - Better prepares students for the workforce / provides invaluable information to businesses to reduce energy costs
Developing New Strategies for Public Higher Education

Partnerships with Industry
• *Create new and different partnerships with industry to improve the quality and quantity of workforce preparation and research*

• Masters in Business Operational Excellence
  • *12-month program blends distance education, on campus sessions, project work and a study mission to Japan*
  • *Strong focus on workplace application*
  • *Self-support – students will pay “full freight”*

• Moving the Needle of Industry Support for Higher Education
Developing New Strategies for Public Higher Education

Trusteeship Magazine -- AGB

Features
July/August 2012/ Volume 20, Number 4

• “Rethinking the Business Model: Responsibilities of Governing Boards”

• “Where’s the Learning in Higher Learning?”

• Prescriptions for Change: Can Ideas from Health Care Cure Higher Education’s Ills?

• 5 Ways Your Institution Can Be More Cost Effective

• Strategies That Strengthen: Lessons from Colleges That Have Struggled
Developing New Strategies for Public Higher Education

Ramping Up the Culture to Foster:

1. An Urgency About What We Do
2. An Accelerated Pace of Change
3. Innovative Thinking About What Is Possible
4. Incentives To Encourage Innovative Behavior
Thank You!

President’s Picnic
TODAY
On the Quad
11:30-1:00

Convocation
Friday, August 24
Morrison Center
3:00-4:00

Cue Video