

State of the University Address
Boise State University
August 17, 2005
Robert Kustra, President

Good morning and welcome. In keeping with a fine tradition, we begin this morning with a performance from our Music Department by Craig Purdy, Assistant Professor of Violin and Conductor of the University Orchestra, accompanied by his wife, Peggy, who is a studio musician in Boise. The selection: La Gitana (The Gypsy) by Fritz Kreisler.

Thanks so much to Craig and Peggy for that beautiful performance.

I would like to welcome guests who don't usually attend this event, but who are playing an ever-increasing role at Boise State. Today, members of the Boise State University Foundation, which has made record strides lately in raising the level of investment of our donors and attracting new friends of the University as well, join us. Please join me in welcoming them and thanking them for their contributions to our students.

Speaking of people playing a role in improving the quality of the Boise State experience, I would also like to welcome our new faculty. I call your attention to the screens where I've asked the staff to provide some basics on the new faculty faces you will see on campus this year. Today's **Update**, our staff and faculty online newsletter, actually has more detailed information. It is a very impressive group with exceptional academic credentials. We will have a reception to welcome our new faculty and to give our campus partners an opportunity to meet their new colleagues. Please join us tomorrow at 3:00pm right here in the Jordan Ballroom.

I trust everyone had a great summer and we all await the official start of the fall semester on Monday with the enthusiasm and excitement that accompanies a new beginning. It will be quite a challenge to improve on our overall performance last year. After all, if we were thoroughbreds, we could boast we won the Triple Crown—record enrollment, record fundraising and record sponsored research funding. But before I give it all away, turn your attention to the screen again and let's review some of the outstanding accomplishments of last year.

I'd like to take a moment to update the slide on our football program. As you probably heard, we have been ranked 16th by Sports Illustrated and 19th in the USA Today Coaches Poll, marking the first time in the history of Bronco football that Boise State has been ranked in a major preseason national poll. Congratulations to our student-athletes, Coach Dan Hawkins and his coaching staff.

Connecting Boise State's Research Agenda to its Metropolitan Responsibilities

As you can see, we are making some very impressive gains in positioning ourselves as a university distinctive across the West and unique in Idaho public higher education. What is unique about our place in Idaho higher education and what offers us the opportunity to develop a distinctive mission for Boise State is the convergence of our metropolitan character, our traditional undergraduate teaching mission and the research of our faculty, focused as it is on the regional and state economy, the Western landscape and the challenges of science.

In higher education parlance, we are referred to as a comprehensive – formerly regional -- university, offering a broad array of undergraduate and limited professional programs and a few graduate degrees, and NOT a land grant institution empowered by the 19th century Morrill Act that created so many of our states' flagship universities. Comprehensives have often had the bad luck to be viewed and treated as second-class citizens in the eyes of the media, in the appropriations process and in the oversight of the governing board.

But that is not to be our fate. We have an ace in the hole. It is our location and its proximity to a dynamic metropolitan area.

Today, Boise State finds itself among those metropolitan universities empowered not by a 19th century federal statute, but by a dynamic, high tech economy and growing community responsible for shaping its namesake city and environs. It's what accounts for our growing enrollment, our faculty's engagement in the community, and its success in winning research grants, most of which relate directly to the economy and the community in which we work and serve. It also accounts for our expansion of graduate programming to meet the needs of a more sophisticated workforce in the Valley.

As a distinctive metropolitan university with an expanding research role in the state's economy and with a faculty exploring the scientific frontiers of the 21st century, Boise State deserves to be recognized and respected as a University in a class of its own, critical to the State's largest and most productive region and a long way from those years of second class citizenship.

Perhaps one of the more interesting theories of urban and regional development appears in a recent book by Richard Florida of Carnegie Mellon University. His book, **The Rise of the Creative Class**, is the best and latest attempt to describe the linkages between creativity and the city, with the city's university playing a key role in the effort. I'd like to highlight but a few examples of how our creativity is connecting to our metropolitan region.

Last December, Professor Nancy Napier from our **College of Business and Economics** organized a conference to bring the lessons of Richard Florida to Boise. There was standing room only, which indicates to me that the Treasure Valley's business community well understands the nexus between the city and the university.

In another key effort to serve the state and regional economy, we will soon propose to the State Board of Education the **Center for Economic and Business Research**. Two of this State's most respected and knowledgeable economic forecasters, Professors John Church and Don Holley will provide annual forecasts with quarterly updates of economic activity for the State and region.

In the **College of Health Sciences**, the research of Dr. Elaine Long, Dr. Ed Baker, Dr. Dale Stephenson and Dr. Uwe Reischl links our faculty's expertise directly with public health challenges in our community. Dr. Long utilized a semester sabbatical award to evaluate the Idaho Women, Infant and Children (WIC) program. The results have been shared with the state and regional WIC offices and a publication is pending.

Dr. Ed Baker served as lead researcher on a project funded by the U.S. Department of Health and Human Services to identify gaps in the health care safety net in Ada County and work with health care professionals in the Treasure Valley to strengthen community health care services for the uninsured and underinsured.

Dr. Reischl is working with a team of researchers and the **Partnership for a Drug Free Idaho** to examine methods for preventing substance abuse in small businesses in Idaho.

And in what has become a staple of Boise State research, the involvement of our undergraduate and graduate students--Dr. Dale Stephenson has the distinction of serving as the faculty research mentor for the national award winning undergraduate researcher, Ian Percy, in environmental health for the second year in a row.

Our **College of Social Science and Public Affairs**, endowed with our public affairs mission, boasts a list of research centers in the College growing in length and in importance. The **Center for Idaho History and Politics**, the **Institute for Urban and Regional Planning** and the **Energy Policy Institute**, which is now under development at the Idaho National Laboratory, are a few examples of how the faculty is building connections between its research and those we serve in the state and region.

The Department of Anthropology has partnered with Canyon County's Celebration Park, Idaho's only archaeological park, located on the Snake River. The Park will announce in September a \$480,000 grant to build a field house to house Boise State programs, and provide opportunities for our faculty to contribute to the region's understanding of our earliest settlers.

In addition to applying its research to our metropolitan region, the College is also fulfilling what I consider to be a fundamental requirement for any metropolitan university--evening and weekend degree programs. Beginning in fall 2006, students will be able to earn an undergraduate degree from the **Department of Communications** in an evening/weekend format. Congratulations to the Chair, Dr. Rick Moore and his faculty.

In our **College of Arts and Sciences**, Professor Jeffrey Wilhelm has led our efforts to establish a National Writing Project site at Boise State. The Carnegie Commission has called the NWP the most important and influential grassroots movement for teacher improvement in history, and yet before this year, the Treasure Valley was the largest demographic area in the U.S. without such a site. The centerpiece of the program is a summer institute for teacher leaders, 28 of whom attended recently from eastern, central and southwestern Idaho.

Metropolitan doesn't necessarily mean urban, which means we sometimes find our faculty conducting their research in some of our harsher rural landscapes. Professor Jim Belthoff and his graduate students are involved in a major undertaking in the middle of the Morley Nelson Snake River Birds of Prey area where they are studying the behavior, ecology, and physiology of burrowing owls, designated a Species of Special Concern in the US and endangered in Canada.

I accompanied Jim and one of his graduate students, Corey Riding from Provo, Utah, on a recent habitat restoration trip to band and check the progress of some baby owls. Here I am as field

supervisor, as Professor Belthoff digs the hole to uncover the owls...and here is one of my new friends about to be banded for observation and study.

In the **College of Education**, Professor Phil Kelly has just finished a yearlong study, **Educational Neglect and Compulsory Schooling: A Status Report** that was funded by the federal Juvenile Justice Act through the Governor's Task Force for Children At-Risk. The study identified the mismatch between children counted in the census population and children counted at school. In Idaho, 13,954 children are "missing" from school, yet 96% of Idaho districts have no written policies to track children who fail to enroll in their school from one year to the next

Science and Engineering at Boise State

In 2004, our College of Engineering ranked 20th on U.S. News and World Report's list of best engineering colleges among public universities without Ph.D. programs. If all goes well, we won't be competing in that category for long with our first doctoral program in electrical engineering under development and soon to go before the State Board of Education for approval.

There is no doubt the growth in degree offerings, especially at the graduate level, has been driven by our robust high tech economy of the last few years. In addition to the Micron's and HP's, Boise has attracted a second tier of companies that bring innovation and entrepreneurial spirit to the Valley and spin off new businesses and jobs.

Now I believe more than ever that the university must make a focused effort to align its academic priorities with the economic base of the city and state. In Boise, where we have a justly deserved reputation as a growing high tech city, Boise State must harness its intellectual energy and its financial resources to prepare a scientific and technically creative workforce and create intellectual property with application in our local scientific community

Even if there were no direct benefit to our local economy and community, there would still be reason why the State of Idaho, and Boise State in particular, should invest in science and engineering programs. According to Debra Stewart, president of the Council of Graduate Schools, overall production of doctoral graduates in science and engineering is no longer centered in the United States. In 1999, Europe surpassed US production of Ph.D.'s in science and engineering by more than 2000 scholars. Asia is rapidly closing its gap in doctoral production.

The Semiconductor Industry Association reported, to a Federal Reserve Board meeting in San Francisco recently, that China, the European Union, and Japan outpace the United States in the percent of 24 year olds with engineering degrees. Apparently, US industry gets the picture. Ted Fishman, the author of a new book on the growth of China's economy, **China, Inc.**, reports Motorola has nineteen research labs in China developing technology for both local and global markets. And, according to Fishman, Motorola will have no problem finding engineers. China will produce 325,000 engineers this year, five times as many as the US.

Perhaps the most compelling call to arms came just a few weeks ago from 15 business trade associations led by the venerable **Business Roundtable**, corporate America's think tank devoted

to addressing the vexing issues facing our economy and society today. In the report, **Tapping America's Potential: The Education for Innovation Initiative**, they establish the goal of doubling the number of science, technology, engineering and mathematics graduates by 2015. To accomplish this goal, they urge federal and state governments, private industry, and higher education to:

- Build public support to make those fields a national priority;
- Offer incentives for students to major in the fields;
- Increase funds for basic research in the sciences and engineering; and
- Improve elementary and secondary school curricula in science and math.

By the way, I'm pleased to report the State Board of Education created an Accelerated Learning Task Force that has proposed measures to improve significantly math and science curricula in Idaho's elementary and secondary schools. Sona Andrews and Mark Wheeler both serve on the Task Force, which is proposing four years of math, increases in science requirements -- including required labs in all science classes -- and other improvements in testing and grading.

Recently, I was asked to speak on behalf of faculty and staff of our public universities in Idaho and show how we have fallen behind the market standards in wages and salaries. After my presentation, a State Senator asked me if I had read **The World is Flat** by Thomas Friedman, the **New York Times** columnist, and did I agree with its compelling message that America must do more to catch up for time lost in the last few years.

I told the Senator I had read **The World is Flat** and have been telling people who might not want to read the entire book to at least read his chapter, "The Quiet Crisis", a term Friedman borrowed from Dr. Shirley Ann Jackson, President of Rensselaer Polytechnic Institute and 2004 President of the American Association for the Advancement of Science.

An articulate advocate for a renewed emphasis on science and engineering in our schools, Dr. Jackson correctly notes graduate enrollment in science and engineering, having grown for decades, peaked in 1993 and remains today below the level of twelve years ago. Although she credits the US with being the world leader in innovation--with the best graduate programs and best scientific infrastructure--she says there is a "quiet crisis." And if this crisis is not addressed, Americans will wake up in fifteen to twenty years to discover a critical shortage of scientists and engineers capable of the innovation that guarantees the standard of living to which we have grown accustomed as leader of the global economy.

Here in Idaho and here at Boise State, we are doing our part to strengthen our science and engineering base. Governor Kempthorne created the Advisory Committee on Science and Technology and appointed the three university presidents to serve on the Committee for the purpose of connecting our institutions and our programs to the State's efforts to expand the high tech economy.

Thanks to the leadership of Dr. Stan Olson and a \$1 Million start-up grant from the Micron Technology Foundation, the Boise School District in partnership with the Meridian School District, created the **Treasure Valley Mathematics and Science Center** to provide advanced learning opportunities in math and science for students in grades 7-12.

A recent \$400,000 grant from the National Science Foundation to our College of Engineering will allow us to provide engineering scholarships to 30 undergraduate students in engineering and science and advance the goal of attracting and retaining talented men and women of diverse backgrounds. The College of Engineering is using funding from a \$1million Hewlett Foundation grant to help under prepared engineering students make the transition from high school to college. Other programs on campus aimed at attracting students to engineering and science include our Idaho Engineering Science Camp, Science Competition Day, the Hispanic Youth Symposium and the Future Cities Competition for seventh and eighth graders.

Boise State's growing research agenda in science and engineering and the role it plays in affording our students opportunities to engage in laboratory investigation and discovery seems perfectly timed. When you factor in the demands of our high tech economy to produce highly skilled graduates who can assume their places in the workforce, a persuasive argument can be made for a strong science and engineering emphasis that could lead to Boise State developing significant expertise and reputation across the West.

But in order to achieve such a reputation, it's imperative that Boise State be recognized by our peers as an institution with the capacity and intellectual talent to be taken seriously as a graduate institution and university with a serious research mission. As faculty members who have attended meetings of research faculty know, such credibility is derived in large part from the Carnegie classification. Currently, the three Idaho universities line up in the following order: the University of Idaho is a **Doctoral/Research University—Extensive**, the highest classification held by land grant and large research universities; Idaho State University is a **Doctoral/Research-- Intensive**, with a smaller number of doctoral degrees and graduate students; and Boise State is a Masters Colleges and Universities I, a classification that doesn't even require Ph.D.'s even though we offer two and have a number on the planning boards. Clearly, we must realize the goal of becoming a Doctoral/Research Intensive university as the 2000-2005 strategic plan outlined.

That is why our current plans for future degrees include doctorates in electrical engineering, geosciences and biomolecular science where we have the critical mass of faculty, where there is arguably a national and regional purpose, and where we can have a critical mass of students to qualify for the designation.

There is one more important ingredient to a university's gaining stature as a research university and that is the amount of funding derived from externally sponsored research. As you know from our announcement recently, we just closed the fiscal year with over \$24M of research funding, a 23% increase over last year. Our thanks to Dr. John Owens who led that effort.

Just last month, Dr. Alex Punnoose in our Physics Department, whose research in nanotechnology and spintronics is of great interest to the semiconductor industry, received a

\$400,000 National Science Foundation grant. The grant enhances our teaching mission as well by funding up to 15 physics research assistantships for undergraduate and graduate students.

And just three weeks ago, a multidisciplinary group of faculty from five departments in our Colleges of Engineering and Arts and Sciences learned their \$692,000 NSF grant for an analytical transmission electron microscope was approved. Coupled with other funding, this \$1million project will significantly enhance the training of scientists and engineers in Idaho in biomedical technology, micro technology and nanotechnology.

While our science and engineering faculty generates over 90% of our research funding, I appreciate those faculty members who toil in academic vineyards where it is much more challenging to access research funding. A great example is Dr. Scott Yenor's \$800,000 grant to teach constitutional history to high school teachers in Idaho.

If my instincts are correct and Boise State does, indeed, become a center in the West for scientific and engineering discovery and innovation, then surely we must remember the old adage, "a rising tide lifts all boats." I am confident every one of our colleges, either in the implementation of their own missions, or in partnership with their colleagues in science and engineering, will play a key role in building Idaho's metropolitan research university. For example, our College of Business and Economics with its focus on entrepreneurship and its new Executive MBA next fall with its emphasis on innovation will be a key partner.

While we may be able to master technology, how can we master our own lives unless we gird our curriculum with literature, history, music and the performing arts? We may approach certitude in the natural and physical sciences, yet remain uncertain of our own relationships to society, government and our fellow travelers without the contributions of the social sciences. If it takes an entire village to raise a child, then it certainly takes an entire university to educate a student and instill in him or her the qualities of mind and heart that will make them whole when they finish their university studies.

The late Clark Kerr, the President of the University of California a decade ago, coined the term, multiversity, to describe the ubiquitous role of the university in American life at the end of the 20th century. But others have come after him, in more turbulent and difficult times for public higher education, and questioned whether public universities can afford to be all things to all people. Katherine Lyall, writing now at the Carnegie Foundation after serving as President of the University of Wisconsin, suggests public universities must identify core public purposes to which our teaching and research missions must become more focused.

To follow her advice is to recognize that our strength in science and engineering, and our economy's dependence on these fields combine with the national priority to assure a place for Boise State in the State's order of higher education priorities.

In no way should that diminish our current degrees and programs now serving our students. Our commitment to majors and concentrations in the liberal arts, health sciences, education and social sciences must remain firm. Recently, I visited the website of Carnegie Mellon Institute, a university well respected for its science and technology strategic focus. Yet, I found a Master's

degree in Arts Management in its curriculum. There are lessons to be learned from those institutions that have built reputations in certain fields, but foster excellence across a broad-based curriculum. It's my hope that our strategic planning process will lead us in those directions.

Last year, when Dr. Andrews arrived as our new Provost, she identified a set of objectives that would allow us to realize the vision of a metropolitan research university of distinction, including an analysis of faculty workload. Vice President of Finance Stacy Pearson and her staff have crafted a budget to include new graduate programs, the addition of 5 new faculty positions last year and seven new faculty positions next year, in exactly those degree programs that meet our current needs for undergraduate instruction and will move us closer to the Research /Intensive Carnegie Classification that has eluded us in recent years.

In addition, Dr. Andrews has provided the leadership to update the 2000-2005 Strategic Plan by executing a strategic planning process that will engage us for most of this year. I encourage all members of our campus community to participate in the process.

Dr. Andrews will also build upon the progress we made last year in setting aside funding for faculty promotions and increasing summer school compensation by conducting a salary study. We will hold another workshop on assessment plans for our academic programs as we prepare for the Northwest Accreditation Commission's January 2007 deadline for assessment programs in place for all academic programs. And a Task Force on Campus Climate will survey faculty, staff and students to gauge the culture and tone of the campus on which we learn and work.

The Comprehensive Campaign as a Tool to Achieving Distinction

Our plans for fundraising necessary to support our goal of becoming a metropolitan research university of distinction are also ambitious. Great universities today are not built solely by state government, nor can they be built with over-reliance on student tuition and fees. Playing a greater and greater role in the last few decades is private giving, especially as state government has deferred to competing priorities for higher education funding.

We are preparing for Boise State's first-ever comprehensive campaign to raise private funding for student scholarships, endowed faculty chairs, new buildings and resources for research and other programs. These banners you see up front, our Beyond the Blue campaign, are an important part of planning for this campaign. We must raise the level of awareness of Boise State's programs and people as well as the level of expectations people have about us, if we can reasonably expect them to raise their level of investment in us.

A campaign of this magnitude cannot be accomplished with the limited staff we currently have in place and it's a challenge to get all of the resources in place. We are making significant progress building a staff of development officers and educating our campus partners on their roles in the campaign. Rick Frisch, who came aboard last spring as the Vice President of University Advancement, ran the University of Arizona's capital campaign and he is in the process of putting in place the best practices it will take to conduct a successful campaign at Boise State.

I am pleased to report that last year was the best fundraising year ever for the Boise State Foundation at \$18.9 million—a 61% increase over 2004. Significant gifts included \$2.5 million from the estate of Jody DeMeyer for an endowed nursing chair; \$1.7 million in laboratory equipment from Micron; \$1.1 million from the Nampa Industrial Corporation to help fund a technical building on the new BSU-West campus and two \$1.5 million gifts to kick off fundraising for the indoor training facility.

It's clear that we have momentum in our quest to kick off a successful comprehensive campaign. For example, Duane and Lori Stueckle, who have been generous donors to our football program, including the new indoor training facility, recently established a Dean's Distinguished Professor award to support the biology faculty. A former teacher, Duane has a special interest in the study of genes and proteins and the Human Genome Project. He thought he would have to go to Harvard or MIT to make such a donation, but, as he said, "Then I found out what was going on right here at Boise State, and I decided, why go across the country when there are great things happening in my own backyard."

Student Engagement at Boise State

Allow me now to turn our attention more directly to our students and what we are doing to achieve excellence in their learning and living experience on campus. Perhaps I should begin with some very good news about fall enrollment. Mark Wheeler tells me we are on track to meet our fall semester enrollment target of a 2% increase in FTE. Our headcount will probably come in somewhere around 18,600, which will set another Boise State and State of Idaho record for fall enrollment. Our new freshman class is particularly impressive, not only meeting the highest admission standards in the State, but also qualifying as the highest academically qualified entering class in our history. As of last week,

- The number of students with a high school GPA above 3.5 is up 16%
- Students scoring in the top 10% ACT or SAT are up 17%.
- Diversity continues to increase, with a 15% increase in minority students.
- We are expecting 5 National Merit Scholars this fall, who will be funded by a new endowment financed by the sale of the Langroise House
- And we will register an increase in the number of graduate students joining us this fall.

These improvements in our student profile are not accidental. First, they are the result of a strategy put in place by our Enrollment Management team to attract highly motivated students. Second, the accomplishments of our faculty, our students and our staff all send signals across the land that Boise State stands for academic quality which makes it easier to recruit highly qualified students. Third, we focused our communications and marketing efforts to reach more prospective students and impress upon them the academic quality of our programs.

Even without the benefit of the soon-to-be-released Task Force report on Retention of First Year Students, our student affairs staff has intensified its focus on how we can improve institutional practices that lead to higher levels of student engagement, which, of course, improves student

success. We are still largely a commuter campus and the challenge of engaging our students outside the classrooms, in our offices, in extra-curricular events here at the SUB, the Library or other places on campus is daunting. It's a credit to our student affairs professionals that they do not use our commuter culture as an excuse to have fewer students involved on the campus.

One of the staff's highest priorities this year is to work with faculty to strengthen the bond between student and campus, partnering with faculty to revitalize programming and create more meaningful opportunities for our students.

Now is the perfect time for Boise State to examine faculty responsibilities to our students. With our focus on research as well as teaching, some have asked if this will subtract from the role faculty has played at Boise State in mentoring, advising and counseling students. The former President of MIT, Charles M. Vest, in his recent memoir, credits student service professionals for having taken on responsibilities once performed by faculty, but suggests that the balance may have swung too far. We can learn from research universities such as MIT and set Boise State on a course respectful of our faculty's engagement in scholarship, but also recognizing and rewarding faculty who play a role in our students' lives outside the classroom.

In one highly respected study of student engagement, "Seven Principles for Good Practices in Undergraduate Education", student-faculty contact is listed first among institutional practices assuring student success. Here at Boise State, we have some new examples in an already proud tradition of faculty-student relationships, with our Faculty-in-Residence program in our residence halls attracting much of the attention. And for good reason.

Sometimes I'm not sure we appreciate the long-term impact of the faculty-student relationship. The long-time President of Bard College, Leon Botstein, points to the college years as possibly the only time in the life of our citizens when they actually get to know people who have chosen a life of the mind and the pursuit of inquiry as a career. The quality of that experience will affect other decisions they make as citizens and taxpayers for the rest of their lives.

In addition to the obvious advantage of improving a student's chance of success, the faculty-student relationship has the potential of creating and shaping a future citizenry that supports and protects the public university in public policy. When I was hired, I heard many references to my former governmental and political experience and how helpful it would be in the legislature. All of the political skill I can muster from my years in public office pale in comparison to the good will faculty and staff generate when they work day-by-day, brick by brick, with our students who leave here with lasting impressions of a first-class learning experience.

To kick off our renewed efforts to engage our students, we are sponsoring a faculty-student barbecue during the second week of class—on the Quad. On Monday, August 29, faculty and staff are encouraged to reach out, meet their students and help solidify our sense of community. Academic departments and faculty are encouraged to come to the barbecue, from 11am to 2pm and, most importantly, bring your students.

You will soon be seeing some very visible demonstrations of our efforts to accommodate growing numbers of students and provide a quality learning experience. We have inventoried

our existing classrooms and are in the process of making improvements to bring them up to collegiate standards. By October, there will be another construction project on campus as we break ground for the new Interactive Learning Center, which will lie directly east of the our Multi-Purpose Classroom Building. With 12 multi-purpose classrooms, a multimedia lab, a visualization classroom, a multi-purpose/distance learning classroom, a 200-seat auditorium as well as dining and food service areas, it will symbolize our commitment to our students to facilitate state-of-the-art learning with cutting-edge technology. Of course, a wifi network for wireless Internet connectivity will serve the entire building.

The Interactive Learning Center will also house our new Center for Teaching and Learning. Its role and mission on campus is currently the subject of a faculty task force. Learning is a complex undertaking and even the best teacher may not succeed at reaching all students successfully. Our Center for Teaching and Learning will serve as a resource for our faculty to review new theories of cognitive development, to adopt learner-centered classroom practices, and to experiment with strategies for motivating learners.

A Role for the Community College

As we have raised the bar of admission to improve academic standards and limited enrollment to numbers we can adequately serve, I believe we have created a significant cohort of students who are not served by public higher education in Idaho. As you know, over the last two years, I have called attention to the need for of a community college and committed to doing all we can to provide an initial presence on our West campus and other locations across the region.

Along the way, we have gained some influential allies in Idaho state government, the business community, the media and among the citizenry. In one sense, our success in convincing others of the need for a community college in the Treasure Valley has caused them to ask why our idea cannot be part of a larger state solution to community college education.

I think they make a good point. For one thing, Boise State should not shoulder the financial impact of lower tuition typical of a community college without the appropriate enrollment workload adjustments to our budgets. Instead, we should await the State's plan and I don't think it will be a very long wait. In the meantime, some of you may have seen a headline leaving the impression we have backed off of our plans. Nothing could be further from the truth. We are still firmly committed to sponsoring a community college in the region, but we intend to do so in a manner that holds us harmless financially and never again places us in the position we found ourselves a few years ago, funding new students without the appropriate state assistance and waiting a few more years for equity.

Concluding Thoughts

The Greek philosopher, Heraclitus, said "no man can cross the same river twice, because neither the man nor the river is the same." Much the same could be said about Boise State today. Enter this university this coming year and it will be a different place than the Boise State of last year.

For those of us who report for work every day, every week, every month, every year, we are not the same as we were before. The organizational personality and culture that we shape and influence every day also has its impact on us. I would like to think that we are better colleagues, citizens and friends for what we have contributed to this transformative phase of Boise State's history. No matter your role -- student, faculty or staff, loyal alumni, generous Foundation member -- we have all happened across this very special place in time-- at the perfect time.

The former President of the University of Michigan, James Duderstadt, reflecting on his role as a change agent at the University of Michigan once said the only way to predict the future is to invent it. And that's exactly what we are doing here today.

I savor every moment and enjoy each day as it affords me the opportunity to work alongside incredibly talented and dedicated people for a noble cause—an educated and compassionate citizenry able to carry on a civilization, a nation, a state and a community.

No matter your role at the university—whether teaching, keeping our printing operation going, marketing our athletic program, or providing the services our students need—your commitment to excellence gives meaning to that last word in our goal and motto—to be a metropolitan research university of **distinction**.

I have decided to close with the first cut of a video on the Boise State of 2005. I haven't even had time to film my intro to it, but it's a great example of the state-of-the-art work of Frank Zang, Kathleen Craven and, most importantly, our video expert, Rod Cashin.

Thank you for all you do for Boise State and please join your colleagues and me today for lunch Beyond the Blue....and behind the SUB.