IDAHO STATE UNIVERSITY | ON-CAMPUS INTERVIEW

A vision for financial sustainability and institutional planning

Funding Idaho State University’s mission for the next decade

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Real momentum and real pressure

MOMENTUM

13,533 Students in Fall 2026

+10.6% First-time undergraduates (24-25)

73.8% Retention, the highest in ISU history

+31% Revenue Growth over 5 Years

PRESSURE

5% Ongoing state cut in FY2027

$0 New state funds for growth, inflation or pay

26% Rise in health insurance costs

37% 6-Year Graduation Rate

Sources: ISU news release (Nov 2025 & Oct 2026); ISU FY2026-FY2027 budget restructuring page; Idaho Education News

How the FY2027 gap opened and is closing

HOW THE GAP OPENED

3% holdback in FY2026, made permanent

5% ongoing cut in FY2027

Maintenance-only budget, no growth funding

26% rise in health insurance costs

About an $8M gap

Plan Lever	Roles	Savings
Administrators	11	$1.57M
Staff	21	$1.47M
Faculty	12	$1.34M
Part-time, stipends	n/a	$1.01M
Operating costs	n/a	$1.69M
New revenue	n/a	$1.22M
Total	44	$8.30M

About 40% of roles were vacant or planned retirements. Resident undergraduate tuition and fees also rose 4.7%.

Sources: ISU budget restructuring page; Post Register (Oct. 2025); Idaho Press (Apr. 2026)

THE VISION

Sustainability is a capability the university builds, not a deficit it survives.

Align

Resources follow strategy and student impact

Operate

Fewer silos, improved and faster delivery

Open

Shared facts, visible tradeoffs, earned trust

Position

Reserves, capital and risk management for the long run

Align resources with strategic priorities

One filter

Every request faces ISU's three tests: student impact, workforce and market impact, and fiscal resilience.

One cycle

Unit plan, budget and performance measure are linked in one annual calendar, extending Opportunity Aligned Resourcing.

One pool

A strategic reinvestment fund, financed by savings and growth, pays for priorities first instead of last.

EVERY DOLLAR TRACED TO THE CONTRACT FOR IDAHO

Train the workforce · Expand medical education · Strengthen rural Idaho · Power the energy future · Strengthen the economy

Sources: ISU budget restructuring page; ISU State of the University address (Apr. 2026)

Multi-year planning that survives a bad session

Scenario	Assumption	Pre-agreed response
Base	Modest growth; state funding flat at the FY2027 level	Fund priorities from the reinvestment pool
Downside	New holdbacks; weak enrollment	Trigger pre-approved changes; protect reserves
Upside	Stronger enrollment; Improved retention; Outcomes-based funding favors ISU	Rebuild reserves first, then invest

GUARDRAIL 1

Recurring revenue covers recurring cost

GUARDRAIL 2

Reserves protect the bond rating

GUARDRAIL 3

One-time money for one-time needs

Sources: ISU budget restructuring page (FAQ on reserves); Idaho Education News (Jan. 2026)

Grow revenue where ISU has the right to win

Enrollment and retention

Grow net tuition, not just headcount, via retention, enrollment planning and international recruitment

Campuses and partners

Grow Idaho Falls, Meridian and Twin Falls where employers already hire

Research and INL

Grow sponsored research with cost recovery, building on the INL agreement

Enterprise and philanthropy

Run clinics and auxiliaries as enterprises; align fundraising with the plan

Under the outcomes-based model the State Board has discussed, ISU would gain, so completion is also a revenue strategy.

Sources: ISU budget restructuring page; Idaho Education News (Jan. 2026); ISU State of the University (Apr. 2026)

Strengthen operational effectiveness

ISU's administrative-to-instructional cost ratio is already below its peers, so savings must come from better process, not thinner service.

Simplified Processes

Identify opportunities to reduce duplication, simplify approvals, and improve coordination across departments.

Optimize Service Delivery

Optimize the highest-volume workflows (hire, buy, pay and enroll), use technology where it adds value.

Shared Foundation for Data

Establish consistent, reliable budget, enrollment, and cost data so leaders can make informed decisions.

Source: ISU budget restructuring page (benchmarking FAQ using CUPA and IPEDS data)

The Innovation Hub turns plans into results

WHERE FINANCE MEETS THE HUB

Business case, expected results and success measure for every project, so ideas compete on evidence

Savings and new revenue tracked and recycled into the reinvestment pool

Finance staff as operational improvement partners, not only controllers

- Change Leadership
- Systems and Process Improvement
- Strategic Technology
- Faculty and Staff Training
- Product and Service Development
- Strategic Planning and Project Management

Source: ISU Innovation Hub and budget restructuring pages

Promote transparency people can use

Budget in plain language

A budget book and live dashboard: sources, uses and what changed

Open governance

Published agendas and summaries for the Budget Advisory Group

You said, we did

Report back on the 2,000-plus comments: what was and was not adopted

One set of numbers

The same figures for campus, the State Board and the Legislature

The standard for every major decision: the options considered, the data used and the tradeoff accepted.

Sources: ISU budget restructuring page; ISU President's Bold Path podcast page; East Idaho News (Apr. 2026)

Position ISU for long-term success

Capital	Deliver the Life Sciences Building and new student housing with state, philanthropic and bond funds and a public-private partnership
Credit	Protect the A-1 bonding status so capital stays affordable
State partnership	Be the State Board's and Legislature's most reliable data partner, with early scenarios and a clear workforce story
Risks	Run an annual enterprise risk review: enrollment, research funding, state support and facilities

The test: the next shock is absorbed by planning, resilience and growth.

Sources: ISU budget restructuring page (capital FAQ); Post Register (Sept. 2025); ISU President's Bold Path page

IN CLOSING

Sustainable for students, credible to Idaho

Align resources. Operate with discipline. Promote transparency. Position ISU for the long run.

Thank you. I welcome your questions.