

***Northwest Commission on Colleges and Universities***

**A REGULAR INTERIM EVALUATION REPORT**

**Idaho State University  
Pocatello, Idaho**

November 4-5, 2009

Prepared by

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*A Confidential Report Prepared for the  
Northwest Commission on Colleges and Universities  
that Represents the Views of the Evaluators*

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# INTRODUCTION

## Summary of Institutional Accreditation History

Idaho State University, a public institution of higher education initially accredited by the Commission on Colleges of the Northwest Association of Schools and Colleges in 1954 for the standard period of ten years. Since then, the University has continued to develop distinctive programs and emphases. While still consistent with Idaho State Board of Education assigned role and mission, the 2007 mission of ISU emphasizes focus on health professions and graduate research. This is while fulfilling its mission in education, business, and engineering.

The last full-scale evaluation in 2004 resulted in reaffirmation of accreditation for ten years with the standard Regular Interim Evaluation to occur in 2009. The 2004 Evaluation Committee made ten recommendations and the Spring 2006 Focused Interim Report and Visit Committee made an additional three recommendations closely related to the previous recommendations. Details regarding subsequent evaluation activities after 2004 are given in Appendix A.

This Regular Interim Evaluation occurred on September 4-5 and lasted a day and a half during which the evaluators had meetings with representatives from Idaho State Board of Education, President, President Cabinet, Deans Council, faculty, staff, and students. Discussions included past recommendations; major changes that have occurred after the 2004 evaluation; and satisfying the Commission's eligibility requirements, standards, and policies. List of individuals and groups interviewed is given in Appendix-B.

The report, appendices, and other documents provided by the University were very well organized. Comprehensive interviews were held to verify the report as well as confirm whether the perception of faculty, staff, students, and administrators was consistent with the written report.

Part A of this report reviews all the actions taken with regard to the recommendations of the full-scale visit in 2004 and Part B addresses the changes that have taken place within ISU organized according to the Commission standards.

## **PART A: ANALYSIS AND EVALUATION FROM RECOMMENDATIONS**

This section is a review of the work ISU staff, faculty and administration have accomplished to address the recommendations from the last Full-Scale Evaluation and the subsequent follow-up reports and visits. A total of ten recommendations are addressed in this section:

**Recommendation 1:** *The Committee recommends that the University develop and promulgate a five-year enrollment and financial plan based on 1) the institutional strategic vision and plan; 2) analysis of state demography, student demand, and student cohort groups; and 3) projected state appropriations, matriculation and professional fee revenue, and other identified revenue sources, linked to the eight-year planning cycle mandated by the SBOE, to assure adequate support for program plans. (Standards 1.A.4, 1.B.2-5, 2.E.1, 2.E.3, 4.A.4, 3.B.1, 7.A.2, and 7.B.5.*

In order to address this recommendation, ISU first engaged in a series of actions aimed at clarifying its strategic plan. In spring 2007, several draft versions had been discussed and revised in spring 2007. In spring 2008, the strategic planning process concluded with the approval and publication of its current Strategic Plan, *Mapping Our Future, A Roadmap for Success, 2008-2013*.

A Dean of Enrollment Planning position was created in 2004 and filled in 2005. The Dean began chairing a Task Force on Enrollment Planning, charged with developing a five-year enrollment plan. After personnel turnover and office restructure, the duties of Associate Provost for Enrollment Management are, now, temporarily assigned to the Associate Provost for Academic Programming and Review. ISU is planning to recruit a Director or Dean of Enrollment Management once a concrete and stable response to this year's state-mandated holdbacks are articulated.

Work on the Institutional Enrollment Management Plan, the centerpiece of Recommendation 1, has clearly been hampered by leadership changes, personnel turnover, and office restructure which were exacerbated in the last few years by the downturn of the Idaho State economy leading to state-mandated cutbacks and holdbacks.

**Recommendation 2:** *The Committee recommends that the University take immediate steps to recruit a new Director of Institutional Research and assure an effective institutional research function for planning, outcomes assessment, institutional assessment, and program review purposes. (Standards 1.B.6-9, 2.B, 6.C.2, 6.C.7.)*

A national search for full-time Director of Institutional Research (IOR) was conducted in 2007. The search failed partly due to salary limitations. With the decision not to fill the vacant Data Integrity Officer and Office Specialist positions, the salary for the Director of OIR position was increased. On October 2009 the OIR Director was hired.

**Recommendation 3:** *The Committee recommends that the University reach agreement as quickly as possible on data element definitions and decide whether to 1) update the legacy data management system or 2) acquire an enterprise system with the requisite functionality for planning, analysis, outcomes assessment, and institutional and program evaluation. (Standards 1.B.1, 1.B.4, 1.B.6, 1.B.8, 6.C.7, and 7.A-C.)*

A decision was reached in 2006 to purchase and implement a commercial Enterprise Resource Planning (ERP) system. The State Board of Education (SBOE) granted ISU approval to release a Request for Proposals (RFP) for bids in 2006. The functional needs of the ERP system were established with outside support and guidance provided by a consulting company and with involvement of faculty, staff, and students. ISU chose SunGard Higher Education's Banner in 2007. The SBOE approved the selection in August 2007.

The ERP project spans 3.5 years. Banner includes several modules and portals. The core Human Resources/Payroll Module went live in January 2009. The core Finance Module went live in July 2009, the student and registration modules will go live in fall 2009, and 2010 consecutively.

**Recommendation 4:** *The Committee recommends that the SBOE publicize its "workload enrollment adjustment formula" used to allocate the "lump sum" appropriation, identifying its component elements and indicating the time frame for periodic revision. (Standard 6.A, 6.B.3, and 6.B.8.)*

In 2004, the SBOE began the process for updating its *Governing Policies and Procedures, Section V. Financial Affairs, Subsection S. Allocation of Lump Sum Appropriation*. This policy defines the objectives and methodology for lump sum allocations, including an Enrollment Workload Adjustment (EWA) formula used by the State in funding the public 4-year institutions.

In October 2005, the Board approved the first reading to increase the dollar value of the weighted credit hour used to fund enrollment increases, by increasing the base multiplier from 0.33 to 0.67 in the calculation. The second reading of this policy was approved at the February, 2006 Board meeting. The new EWA calculation methodology has been accepted by the Idaho Division of Financial Management (DFM) and the Idaho Legislative Services Office (LSO). EWA policy continues to be published on the Board's website.

**Recommendation 5:** *The Committee recommends that the University 1) develop and implement an institutional outcomes assessment plan and a program review schedule for all sectors; 2) identify and maintain effective support mechanisms in institutional research and financial accounting; and 3) review for revision, assuring appropriate linkages among them, the University's planning, institutional assessment, outcomes assessment, program review, and budgeting processes, with explicit assignment of*

*specific responsibility for accountability and oversight of these processes. (Standards 1.B, 2.B, 3.B.6, 6.C.7, 7.A-C, and Policy 2.2.)*

The Council of Deans was constituted in 2006 as the campus-wide assessment coordinating body to coordinate college-level program review and assessment efforts. This council also served as the reviewing body in Academic Affairs for the program planning and budgeting processes.

The vice presidents and deans began reviewing and revising the university's budgeting and planning processes during the academic year 2006-2007. While the relationship between ISU's planning and budgeting processes has been established at this point, work remains to be done on developing needed institutional assessment processes and the requisite feedback loops with the planning processes and linkages to the budgeting process.

**Recommendation 6:** *The Committee recommends that the SBOE establish policies for the promulgation of its annual goals and for periodic evaluation of its performance. (Standard 6.B.6.)*

The SBOE approved a revised 2009-2013 Strategic Plan with performance measures and benchmarks. It amended Section III.M *Accreditation, of its Governing Policies and Procedures* in April 2008; and Section 1.M *Annual Planning and Reporting* in October 2008. These revisions articulated clearly the requirement for self-evaluation and redefined the Board's role in institutional accreditation process.

The Board conducted a special self-evaluation and strategic planning on March 2008. Calendars for all Board planning and budgeting activities have been developed by the Executive Director and approved by the Executive Committee for consideration by the full Board. The calendars incorporate a schedule for annual self-evaluation activities by the Board.

**Recommendation 7:** *The Committee recommends that the SBOE and the President review and clarify oversight responsibilities within the University's decentralized management structure to assure effective functioning and accountability. (Standard 6.B.7, 6.C.2, 6.C.6, 6.D.)*

The President has made significant changes in the administrative structure and institutional policies and procedures with the intent to ensure effective functioning and accountability. Currently there are five Vice Presidents: Provost and Vice President, Vice President for Research, Vice President for Finance and Administration, Vice President for Student Affairs, and Vice President for Institutional Advancement.

Changes in terms of personnel, policies, planning, and accountability have impacted the Office of Academic Affairs, Enrollment Management, Office of Research, Office of Student Affairs, Office of Finance and Administration, and the Office of Institutional Advancement.

**Recommendation 8:** *The Committee recommends that the University 1) review for revision and updating its faculty workload policies for all faculty appointment categories; and 2) review for clear articulation the qualifications and expectations of faculty appointed to the various ranks and within the various appointment categories at the University. (Standard 4.A.3 and 4.A.5-6.)*

During summer 2008, the Office of Academic Affairs and the Deans' Council developed initial drafts of five faculty policies, including a University Promotion, Tenure, and Periodic Reviews Policy, and a revised Faculty Workload Policy. The draft policies were reviewed by the Faculty Senate, Graduate Council, deans, and department chairs. The revised Faculty Workload Policy was approved by the President in May 2009. However, Tenure and Periodic Reviews Policy is still being reviewed at the Faculty Senate level.

**Recommendation 9:** *The Committee recommends that the University 1) develop a clear definition of Continuing Education at Idaho State University; 2) identify the various Continuing Education activities within the University; and 3) articulate the organizational and administrative relationships among those activities. (Standard 2.G.4)*

The Office of Continuing Education has been merged with the Office of Admissions in restructure of the Office of Enrollment and Management in 2007. The intent of the reorganization was to better leverage Admissions Office financial resources, clarify the purpose and role of lifelong learning, and utilize the positive relationship the Admissions Office has with academic departments. The newly reorganized office has developed a draft Mission and Vision statement and set of Values and Goals.

Further restructure and reorganization occurred in October 2009. The Office of Continuing Education became the Office of Continuing Education and Conference Services and was transferred to the College of Technology to leverage the expertise and resources available at the College.

**Recommendation 10:** *The Committee recommends that the University develop a consistent and comprehensive record system for recording awards of Continuing Education Units – or other comparable measures – for participation in non-credit courses, programs, and experiences. (Standard 2.H.3 and Policy A-9.)*

The Office of Continuing Education serves as the central repository of all continuing education, professional development, and special learning programs offered at ISU for academic credit or for non-credit Continuing Education Units (CEUs), Professional Development Units (PDUs), or similar designators.

Colleges/academic units have responsibility for proposing, developing, and delivering continuing education courses and activities. Recording of credits awarded remains the responsibility of the office of Continuing Education.

Access to distance education has been extended through the Idaho Education Network that was funded by the legislature. New fiber has been laid throughout rural areas in southern Idaho making distance education a possibility.

## **Summary**

ISU has addressed the recommendations of the 2004 full-scale evaluation to the satisfaction of the Commission prior to this visit. The recommendations continue to be satisfied. There is consensus that the newly adopted Enterprise Resource Management system will make it possible for ISU to effectively use data to inform its assessment, planning, and budgeting.

## **Commendations**

1. ISU is to be commended for the process it followed in the ERP project that led to the purchase and timely deployment of the ERP system.

## **Concerns**

1. ISU efforts in developing assessment processes and requisite feedback loops with planning and budgeting have, at times, been hampered by frequent leadership changes and accompanying Division/office restructure. Care must be taken to ensure timely progress in both the development and implementation of the assessment processes and feedback loops as stipulated in Recommendations 1, 2, 3, and 5.

## **PART B: ANALYSIS AND EVALUATION OF REGULAR INTERIM REPORT**

### **Standard One: Institutional Mission and Goals, Planning and Effectiveness**

ISU's State Board of Education assigned role and mission remains unchanged. While still consistent with the assigned mission, ISU's mission has changes in 2007 to the following:

*The mission of Idaho State University is to advance scholarly and creative endeavors through the creation of new knowledge, cutting edge research, innovative artistic pursuits and high-quality academic instruction; to use these qualities to enhance technical, undergraduate, graduate, and professional education, health care, and other services provided to the people of Idaho, the Nation, and the World; and to develop citizens who will learn from the past, think critically about the present, and provide leadership to enrich the future in a diverse, global society.*

Accordingly, campus wide, major units have articulated unit-level mission statements in support of ISU's revised mission. Programmatic changes made reflect a focus on research and health professions. Existing health programs have expanded and new programs have been created to serve students across the state.

### **Standard Two: Educational Program and its Effectiveness**

ISU has shaped its program assessment and review according to program-specific specialized accreditation if it is consistent with NWCCU's standards. Those programs not subject to specialized accreditation have developed their own program-specific assessment plans and review cycles.

Departments are expected to close the loop with respect to feedback from the assessment process. Results of assessment are expected to drive ongoing program planning. Departments are also expected to articulate the effect of assessment results had on ongoing program review. ISU views program review as a description of where the program has been during the given review cycle, as well as a description of where it will go as a result of the review cycle. Departments and programs have met these expectations at varying degrees in both planning and implementation.

Programmatic change at Idaho State University requires internal review at several levels as well as external review and approval by the SBOE prior to implementation. This is accomplished through the Notice of Intent (NOI) process. NOIs are reviewed internally with respect to mission, strategic planning, and resources. Appropriate campus constituencies have input throughout the process.

Example of programmatic changes included: the offering of a new BS in statistics by the College of Arts and Sciences; new BBA in Healthcare Information Systems Management by the College of Business, discontinuation of the BS in Engineering by the College of Engineering, new minor in Speech-Language Pathology by the Health Professions College, new AS in Nursing by the College of Technology, new Ph.D. in Instructional Design by the College of Education, and new non-thesis MS in Pharmaceutical Sciences offered by the College of Pharmacy. All changes appear to be well justified and documented.

### **Standard Three: Students**

ISU has seen an annual student enrollment increase of 5.2% accompanied by an increase in undergraduate tuition and fees from \$1,850/semester to \$2,484/semester.

The definition of full-time student status has changed. Full-time undergraduate student load went from 8 or more credit hour to 12 or more credit hour per semester. Full-time graduate student load became nine or more credits per semester or employed as a full time graduate assistant regardless of the number of credits taken.

Admissions criteria and standards were revised. The undergraduate admissions criteria now include assured admission and conditional admission. Criteria for admission include among other things GPA, Math Score, and English score. The graduate admissions criteria (Master's level) were revised in 2007. Admission GPA is calculated based on upper-division credits. The admission GPA is combined with the applicant's GRE, MAT, or GMAT or other standardized test score, resulting in a sliding scale for the admissions system.

During the open meeting with students, s have reported that required classes were at times not offered during the intended academic term resulting in delays in graduation; some part-faculty were not responsive to their requests; university affairs (such as tuition increase) are not well communicated. Students have praised ISU for availability of financial aid, out of state waivers, and graduate assistantships; making honest efforts in the betterment of student life; and safety of the campus.

### **Standard Four: Faculty**

Over the five-year period since the 2004 Accreditation Visit, a number of changes have been made that impacted the faculty, staff, and students. With the exception of one vice president, turn-over in all senior administrative position has occurred. Dramatic changes began to manifest late in the FY2009 academic year as a result of 12% budget reduction mandated by the State of Idaho.

The number of professors increased by 13.7%, with the greatest gain for women (30.4%). Associate professors increased by 4.8%, with 20% increase in women, and 6.4% decline in men. Changes at the Assistant Professor level show an overall decline of 1.5%.

Over the five year period, average salaries for faculty increased by 13.2% (15.2% for men and 12.4 % for women). The average salaries for professors increased by 17.3%, Associate Professors increased by 14.6%, assistant professors increased by 17.7%, instructors by 12.8%.

ISU faculty salaries appear to not have kept pace with those at peer institutions. ISU's 2009 revised list of 16 institutional peers salaries by rank are 15 to 22% below the peers. Female faculty members continue to earn, on average, less than men at all ranks for both FY2004 and FY 2009. When average salary for women is compared to the average salary for men by rank, women appear to earn proportionally less.

### ***Evaluation of Faculty***

The SBOE requires an annual evaluation of all faculty and staff. In 2005, Office of Academic Affairs staff reviewed the evaluation forms in use by the colleges and developed an annual faculty evaluation form that was approved the college deans. At the same time, a new form for five-year Periodic Performance Reviews was developed and also approved by the deans.

### ***Promotion and Tenure Reviews***

A draft University Promotion, Tenure, and Periodic Performance Review document was developed and approved by the Council of Deans. This was one of five faculty policy drafts provided to the Faculty Senate in November 2008 for review and comment. It appears that this draft is still under review by the Faculty Senate.

### ***Faculty Workload Policy***

The expected distribution of units of effort for tenured and tenure-track faculty was modified from the previous average of 9-3-3 (teaching, research, service) to focus more effort on research and less on professional service (9-4-2) or (9-5-1). The revised policy requires that colleges and departments develop a weighting scheme to define the workload equivalency units for teaching, research/scholarship, and service activities. The Faculty Senate has challenged the President's approval of the revised policy, and it plans to continue discussing the policy.

During an open meeting, faculty and staff have reported the need for transparency regarding department restructure decisions; inconsistencies of tenure/promotion policies; conflict between faculty and staff handbook and the Manual of Administrative Policies and Procedures (MAPPS); being frightened by the changes occurring; being afraid to speak; and mixed views on the effectiveness of the Faculty Senate.

## **Standard Five: Library and Information Resources**

At ISU, the Library and Information Technology Services are separate entities that work collaboratively.

The Library has added a number of electronic databases; participating in state-level programs that provide reduced-cost access to OCLC; and offers resource sharing through interlibrary loan.

Information Technology Services (ITS) is implementing the Banner ERP System in stages, the institution's wireless network has been expanded significantly, and internet bandwidth has been increased. The University moved from a commercial learning management system WebCT to the open source system Moodle in 2008. The Rendezvous Building, opened in 2008, has added 29 classrooms that take advantage of many technological upgrades.

## **Standard Six: Governance and Administration**

The governing board of Idaho State University is the SBOE. While membership of the SBOE has changed since the 2004 accreditation self-study, its oversight to ISU remains unchanged. In contrast, the personnel, structure, and vision of ISU have changed.

Nearly all of the senior leadership, from the dean-level to president, has changed since the 2004 self-study. In FY 2004, there were three vice presidents, heading the Offices of Academic Affairs, Financial Services, and Advancement. Today, there are five vice presidents. The Academic Vice President was elevated to that of Provost. Dean-level positions were created to oversee academic programs in Idaho Falls and the Boise/Meridian areas. It is clear that there are still many positions that are either vacant or have interim appointments.

In 2008, University Business Offices were incorporated in all academic colleges and other major departments. A comprehensive Manual of Administrative Policies and Procedures (MAPP) is currently being implemented with the intent to ensure easy access to and compliance with the most current State, State Board of Education, and University administrative policies and procedures.

## **Standard Seven: Finance**

A number of significant changes have been made in the financial structure of ISU to improve its financial health, accountability, and controls including:

- Heightened focus on enrollment and retention
- Incorporating Business Officers in all colleges/academic units
- Developing the Manual for Administration Policies and Procedures (MAPP)
- Formation of Budget Consultation Committee which had representation from all key constituents

- Increased focus on integrating assessment, financial planning, and strategic planning
- Improvement in the management of reserves and control of expenditures,
- Success in seeking privately funded scholarship dollars

Because of uncertainty with regard to funds allocated by the State as a result of cutbacks and holdbacks, personnel costs have been reduced significantly. The University response to budget reductions over the past few years has been to protect core faculty while becoming a smaller but still recognizable institution.

Growth in all categories of financial aid and scholarships over the past five years has been significant. The Development Office has been very successful in seeking privately funded scholarship dollars. Students are satisfied with ISU's efforts in making financial support available.

With the availability of the new ERP system, ISU will be able to use data and perform salary-equity and salary compression studies to inform its financial planning and address salary disparity among its faculty and staff.

### **Standard Eight: Physical Resources**

Changes in the past five years have included new buildings, additions, renovations, and other miscellaneous projects in support of University's Strategic Plan. Most significant changes include ISU-Meridian Building (2009) – 107,000 GSF; Rendezvous Building (2008) – 321,000 GSF; Health Education Building, Eastern Idaho Technical College Campus (2007) - 59,325 GSF; Performing Art Center (2004) – 122,259 GSF; Center for Advanced Energy Studies (2009) – 55,000 GSF.

The Rendezvous Building opened last fall. A major feature of the building is its 72 student apartments with capacity for 300 students. It provides food services and a spirit shop for ISU memorabilia. It also includes a drop-in computer lab, a math laboratory, and 50 academic classrooms. The Rendezvous Building is one of six campus buildings nationwide that have received a Facility Design Award from the Association of College Unions International.

### **Standard Nine: Institutional Integrity**

ISU disseminates and complies with the policies and rules contained in the Governing Policies and Procedures of Idaho State Board of Education (SBOE) and incorporated a suite of procedures and deliberative bodies into its shared governance system. The University actively strives to comply with Federal Standards, such as HIPPA and FERPA. Follows the Guidelines of external bodies such as NWCCU, NCA and other accrediting bodies.

The new Manual of Administrative Policies and Procedures (MAPP), once completed, is intended to include all policies that are relevant to the administration of the University.

Faculty, staff, and students appear to have adequate representation in relevant University committees and councils. The President Cabinet and Budget Council include in their membership, the chair of the Faculty Senate, chair of the Staff Council, and president of the Associated Students of ISU.

## **Summary**

Major changes since the 2004 full-scale evaluation include a new president hired in 2006 and a new mission statement for the institution in 2007 that emphasizes the health professions and research. ISU is balancing implementation of its new mission and facing the economy downturn and State holdbacks and cutbacks. Many decisions to be made and high level of transparency and communication are necessary to mitigate the anxiety of its stakeholders.

## **Commendations**

1. ISU is to be commended for its creative response to State cutbacks and holdbacks budget over the past few years and protecting its core faculty and staff and maintaining its programs.
2. ISU is to be commended for the growth in student financial aid and scholarships.
3. ISU is to be commended for its Rendezvous Building, a testimonial collaboration among the many ISU stakeholders involved in its design, technology, furnishings, and student accommodations.

## **Concerns**

1. While the new President's administration is recognized for the positive steps it made towards openness and transparency, faculty, staff, and students feel the need for ISU's leadership to exercise more transparency in their decisions, better communicate their decisions, and to seek and be more receptive to input.
2. The approval status of the University Promotion, Tenure, and Periodic Performance Review policy is unclear. ISU needs to clarify and communicate its chain of approvals for policies.
3. It appears that the average faculty salaries at ISU have not kept pace with average salaries at other public universities in Idaho State and to that of ISU identified list of peer institutions. ISU is encouraged to address this to retain and attract qualified faculty.
4. It appears that, at a given rank, the average faculty salary for women is proportionally less than that for men. With the new ERP system, ISU is encouraged to make salary analysis and take appropriate actions.
5. There is confusion among faculty and staff with regard to the areas of policy coverage among the Faculty and Staff Handbook, and the Manual of Administrative Policies and Procedures.
6. There are several key administrative positions at ISU that are either vacant or have interim appointments. ISU is encouraged to address this and limit the ensuing office restructure and accompanying delay of objective attainment.

# INSTITUTIONAL COMMENDATIONS AND RECOMMENDATIONS

## Summary

The evaluators have concluded that ISU is compliant with the Commission eligibility requirements, standards, and policies. Past recommendations have been, and continue to be adequately addressed and integrated into the ongoing operations of the University.

## Commendations

1. The Committee commends Idaho State University for the Rendezvous Building, a testimonial for creative financing and collaboration among the many stakeholders involved in its design, technology, furnishings, and student accommodation. An inspirational model for collaboration among faculty and administration.
2. The Committee commends Idaho State University for supporting its vital institutional research needs through implementation of an appropriately chosen Enterprise Resource Planning system, a system that will inform decision making through evaluation and analysis.
3. The Committee commends Idaho State University for providing its students with much needed financial support to continue their studies despite economy downturn and State cutbacks and holdbacks.

## Recommendations

1. The Committee recommends that ISU leadership and administrators facilitate cooperative working relationships, promote coordination within and among organizational units, and encourage open communication and goal attainment. (Standards 1.B.3, 4.A.2, 6.A.3, 6.C.6).

## APPENDIX A – REPORTS AND/OR VISITS

### **Fall 2004 Full Scale Visit**

Evaluation Committee Report included ten recommendations: 1 through 10.

### **Fall 2005 Progress Report**

Satisfactory progress on Recommendations 1, 8, and 10. Out of compliance on Recommendation 6.

### **Spring 2006 Focused Interim Report and Visit**

Satisfactory progress on Recommendations 2, 3, 7, and 9. Out of compliance on Recommendation 6. Three (1, 2, and 3) new recommendations issued.

### **Fall 2007 Progress Report**

Satisfactory progress on Recommendations 1, 2, and 3 of Spring 2006 Focused Interim Report and Visit. Warning on Recommendation 6.

### **Spring 2008 Progress Report**

Warning regarding Recommendation 6 removed.

DRAFT

## APPENDIX B – VISIT SCHEDULE AND INDIVIDUALS AND GROUPS INTERVIEWED

**Wednesday, November 4, 2009** – Dr. Adamcik will pick up Drs. Aggoune and McFarland from the airport (12:30 pm) and drive them to the Marriott.

**Thursday, November 5, 2009 (all meetings in President's Large Conf. Rm., unless otherwise noted)**

- ◆ 8:00 am Pick up Dr. Aggoune and Dr. McFarland from Marriott Hotel – Barbara Adamcik
- ◆ 8:15 am **Continental Breakfast Welcome Meeting  
Dr. Aggoune and Dr. McFarland**  
Arthur Vailas, President  
Gary Olson, Provost and VP for Academic Affairs  
Pamela Crowell, VP for Research  
Jim Fletcher, VP for Finance and Administration  
Kent Tingey, VP for Advancement  
Barbara Adamcik, Associate VP for Academic Affairs, Chair, Accreditation Executive Committee  
Alan Egger, Chair, Accreditation Steering Committee  
Steve Adkison, Associate VP for Academic Affairs  
Linda Hatzenbuehler, Associate VP for Health Professions Education  
Kandi Turley-Ames, Associate VP for Academic Affairs  
(and any State Board of Education representatives who are on campus at this time)
- ◆ 9:15 am **Standards: 1 – Mission, 6 – Governance, and 9 – Institutional Integrity**  
**Dr. Aggoune and Dr. McFarland**  
Arthur Vailas, President  
President's Cabinet (see attached list)  
Academic Council (see attached list)
- ◆ 10:15 am **Standard 7 – Finance**  
**Dr. Aggoune and Dr. McFarland**  
Jim Fletcher, VP for Finance and Administration  
Leo Herrman, Budget Officer  
Roger Egan, Controller  
Lynette Mitchell, Assistant VP, Finance and Administration  
Phil Blick, Assistant VP, Finance and Administration  
Steve Adkison, Associate VP, Academic Affairs

- ◆ 11:15 am **Standard 4 – Faculty**  
**Dr. Aggoune and Dr. McFarland**  
 Gary Olson, Provost and VP for Academic Affairs  
 Pamela Crowell, VP for Research  
 Alan Frantz, Chair, Faculty Senate  
 Academic Affairs Faculty Advisory Committee members (see attached list)  
 John Gribas, Faculty Ombudsperson  
 David Miller, Human Resources Director
  
- ◆ Noon Lunch
  
- ◆ 1:00 pm **Standard 3 – Students**  
**Dr. Aggoune and Dr. McFarland**  
 Gary Olson, Provost and VP for Academic Affairs  
 Steve Adkison, Associate VP, Academic Affairs  
 Laura McKenzie, Registrar  
 Scott Turner, Director, Recruitment Services, and Student Affairs Representative  
 James “Byrd” Yizar, Associate Dean of Students  
 Tom Jackson, Dean of the Graduate School, and Chair of the Graduate Council  
 Ross Knight, ASISU President  
 Courtney Dickinson, ASISU Vice President  
 Dustin Mortimer, ASISU Vice President, ISU Idaho Falls
  
- ◆ 1:30 pm **Standard 2 – Educational Programs**  
**Dr. Aggoune and Dr. McFarland**  
 Steve Adkison, Associate VP, Enrollment Management  
 Kandi Turley-Ames, Associate VP, Academic Programming  
 Linda Hatzenbuehler, Associate VP, Health Professions Education  
 Deans of the seven Colleges (see Council of Deans List)  
 Lyle Castle, Dean ISU Idaho Falls  
 Tom Jackson, Dean, Graduate School, and Chair of the Graduate Council  
 Ken Trimmer, Chair, Undergraduate Curriculum Council
  
- ◆ 3:00 pm **Open Meeting with Students** (SUB Theater)
  
- ◆ 4:00 pm **Open Meeting with Faculty and Staff** (SUB Theater)
  
- ◆ 5:00 pm **Standard 5 – Library and Information Resources**  
**Dr. McFarland**  
 Randy Gaines, Chief Information Officer  
 Kay Flowers, University Librarian  
 David Alexander, ERP Project Manager

Alan Egger, Academic Affairs Representative, Banner Implementation

- ◆ 5:00 pm **Standard 8 – Facilities** (President’s Small Conference Room)  
**Dr. Aggoune**  
Jim Fletcher, VP for Finance and Administration  
Joseph Han, Associate VP for Facilities  
Steve Chatterton, Director, Public Safety  
George Casper, Director, Events  
Linda Hatzenbuehler, Interim Associate VP for Health and Medical Education

- ◆ 6:00 pm Return to Marriott – Barbara Adamcik

**Friday, November 6, 2009 (all meetings in President’s Large Conf. Rm., unless otherwise noted)**

- ◆ 8:15 am Pick up from hotel – Barbara Adamcik
- ◆ 8:30 am ISU Meridian, ISU Idaho Falls, ISU Twin Falls (President’s Small Conference Room)  
**Dr. Aggoune**  
Bessie Katsilometes, Dean, ISU Boise (or Robin Dodson)  
Lyle Castle, Dean, ISU Idaho Falls  
Chris Vaage, Director, ISU Twin Falls  
Linda Hatzenbuehler, VP for Health and Medical Education  
Paul Cady, Interim Dean, Pharmacy
- ◆ 8:30 am ISU Outreach (CE, Workforce Training, Early College, eISU) and Distance Education  
**Dr. McFarland**  
Steve Adkison, Associate VP for Academic Affairs  
Kandi Turley-Ames, Associate VP for Academic Affairs  
Victoria Banales, Director, Continuing Education and Conferences  
Barbara Bishop, Director, Early College Program  
Marilyn Davis, Dean, College of Technology  
Randy Gaines, Chief Information Officer  
Blake Beck, Manager, Educational Technology Services
- ◆ 9:45 am Meeting with Deans and Academic Program Directors  
**Dr. Aggoune and Dr. McFarland**  
Council of Deans (see attached list)  
Pamela Crowell, VP for Research  
Jonathan Cree, Director, Family Medicine Residency Program  
Pamela Powell, Site Director, ISU Family Dentistry, Boise
- ◆ 11:15 am Meeting with Representatives from the State Board of Education

**Dr. Aggoune and Dr. McFarland**

Mike Rush, Executive Director, Office of the State Board of Education  
State Board of Education representatives (names to be provided)

- ◆ Noon Lunch
- ◆ 1:00 pm Reviewers' Private meeting
- ◆ 3:00 pm Exit Interview with President - **Dr. Aggoune and Dr. McFarland**
- ◆ 3:30 pm Exit Interview - **Dr. Aggoune and Dr. McFarland**

President's Cabinet (see attached list)  
Council of Deans (see attached list)  
State Board of Education representatives  
Barbara Adamcik, Chair, Accreditation Executive Committee  
Alan Egger, Chair, Accreditation Steering Committee

- ◆ 4:00 pm Return to Airport – Barbara Adamcik

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