

# Selected Goals and Accomplishments

## Office of Academic Affairs, 2010-11

### Institutional Effectiveness

**Goal 1:** Achieve Carnegie Foundation Research University—High Status.

**Actions Taken:** Conducted a data-driven reassessment of institutional peers leading to an official, Board-approved list of 13 peers and 3 aspirational institutions; reevaluated institutional data to revise previous data that had been reported incorrectly because of the inability to access data under the prior legacy HP reporting system; refined analysis of relationships between data points to more accurately reflect institutional performance in areas relevant to reclassification.

**Outcome/Progress:** Awarded Research University—High Status, January 18, 2011.

**Goal 2:** Fully implement campus reorganization plan.

**Actions Taken:** Created Division of Health Sciences, College of Science and Engineering, and College of Arts and Letters thereby reducing the number of colleges from 7 to 5; oversaw creation of college executive committees and leadership teams.

**Outcome/Progress:** Reorganization complete with ongoing implementation of college-level leadership teams and executive committees; strengthened the academic structure of the institution; augmented college autonomy; heightened visibility of ISU's health science mission; enhanced diversity of and opportunity for faculty voice in local shared governance; produced financial savings.

**Goal 3:** Transition ISU to the Northwest Commission on Colleges and Universities' new accreditation standards.

**Actions Taken:** Appointed accreditation officer; empaneled taskforce to produce Year One Report to address Standard One of new accreditation standards.

**Outcome/Progress:** Developed initial statement of university core themes expressing key elements of institutional mission; formulated objectives encompassed in those core themes and identified indicators reflecting achievement of the objectives; obtained President's approval of core themes and permission to proceed with campus-wide dissemination and discussion of core themes with constituent groups.

**Goal 4:** Improve the ability of the Office of Institutional Research (IR) to capture and analyze data for institutional strategic planning, evaluation, assessment, operation, and reporting.

**Actions Taken:** Installed a new SQL server; moved historical data sets to new server for better access to and reliability of data; populated the Banner Faculty Tracking module; began development of SQL/Argos reports for campus and off-campus needs; participated on key university committees to provide critical data support.

**Outcome/Progress:** Achieved superior data quality because of IR's ability to better access data on new server; enabled IR to work more effectively with the State Board of Education (SBOE) and offer critical data support for campus constituents; contributed to the SBOE's State Longitudinal Database project and captured data for SBOE performance measures; supported departments across campus in addressing Banner-related software issues; generated valuable faculty data regarding tenure, rank, promotion, and other types of information. Will continue to improve the quality of institutional data by conducting audits; enhance the Institutional Research website to provide easy access to data; streamline federal, state, and accreditation reporting by developing an extensive SQL code library; continue to assist the university with Banner and other software upgrades and implementations.

## The Curriculum

**Goal 1:** Modernize and Streamline General Education Requirements.

**Actions Taken:** Conducted extensive university-wide review of existing undergraduate general education requirements; formulated new objectives and outcomes for general education requirements; surveyed faculty for input on the revisions; held open forum for faculty, staff, and students; solicited review and comment from other constituent groups.

**Outcome/Progress:** Completed Phase I of general education reform: formulated new objectives and outcomes for general education requirements; obtained approval of the Council of Deans and favorable reception by other constituent groups; mapped existing general education courses into the new "objectives" categories; submitted new requirements document to the SBOE office. Begin work on Phase II: review and evaluate courses for inclusion in general education requirements; introduce new courses for inclusion.

**Goal 2:** Initiate campus-wide program review for streamlining degree requirements and identifying underperforming programs.

**Actions Taken:** Generated report tracking number of graduates from each degree program; worked with deans to identify opportunities for curricular streamlining, including approval of action taken by several units to reduce total graduation credit requirements to 120; began process for the purchase and implementation of an online curriculum management system (online catalog) that will work in conjunction with Banner.

**Outcome/Progress:** Underperforming programs were identified thereby enabling colleges to act strategically in beginning to discontinue programs and degrees, conserve and redirect resources, and otherwise address excessive course/degree offerings; online curriculum management system slated for implementation during Summer 2012.

**Goal 3:** Launch eISU initiative fall semester 2011.

**Actions Taken:** Finalized eISU proposal; reconstituted eISU committee; identified steps necessary for fall semester 2011 implementation; coordinated implementation tasks with Finance and Administration; worked with faculty and departments to facilitate implementation.

**Outcome/Progress:** Defined parameters of initial launch of eISU including proposed fee structure; inventoried existing online courses and identified which to offer in initial launch;

contacted departments regarding the launch and new fee structure; coordinated with Finance and Administration to offer eISU courses to nonresidents at resident tuition rates.

## **The Faculty**

**Goal 1:** Standardize tenure and promotion application process.

**Actions Taken:** Required use of standard tenure and promotion application form campus wide.

**Outcome/Progress:** Improved tenure and promotion process campus wide by requiring faculty to address in a standardized fashion a comprehensive inventory of activities that comprise faculty workload; ensured accountability of faculty member's time and effort during the period of time being reviewed for tenure and promotion; fostered uniform, equitable review of applications by standardizing the areas addressed and the organization and presentation of information and material in support of tenure and promotion; furthered the rigor and integrity of the tenure and promotion process.

**Goal 2:** Implement external review process for all tenure and promotion cases.

**Actions Taken:** Required external review for all tenure and promotion cases; created and implemented standard process for external review of candidates.

**Outcome/Progress:** Substantially heightened the rigor and integrity of the tenure and promotion process.

**Goal 3:** Support faculty during the transition to higher tenure and promotion standards.

**Actions Taken:** Implemented Stop the Clock policy.

**Outcome/Progress:** Seven faculty applied for and received the stop the clock benefit this year.

**Goal 4:** Increase research activity, especially externally funded research, among the faculty.

**Actions:** Increased tenure and promotion expectations; provided clear research expectation language in all new faculty appointment letters; provided competitive counteroffers to several research-active faculty; provided enhancement funding to colleges to be used to stimulate research; increased graduate student funding in the graduate school.

**Outcome/Progress:** Research activity has increased; externally funded research has increased; new hires have a clear sense of what will be expected of them.

**Goal 5:** Expand and enhance shared governance.

**Actions:** Created a Provost's Faculty Advisory Board to further enhance faculty voice; oversaw creation of leadership teams and executive committees in colleges and units.

**Outcome/Progress:** Created new venues for shared governance to occur on college and unit levels; augmented college/unit autonomy by providing mechanism for obtaining advisory input and making and implementing decisions on the local level; afforded more opportunities for faculty to participate in shared governance; enhanced the diversity of faculty voice in shared governance by increasing the number of elected faculty representatives and decreasing the number of appointed representatives.

**Goal 6:** Facilitate workload reporting.

**Actions Taken:** Created University-wide uniformity in reporting workload; revised reporting method from “number of workload units” to “percentage of total time” assigned in mandated reporting areas of teaching, research, scholarship, and creative work, and service; developed quantitative definitions for instructional workload units; developed online forms for reporting pre- and post- semester workload.

**Outcome/Progress:** Improved faculty comprehension of reporting requirements resulting in greater accuracy in reporting; enhanced data collection on measures of workload; will soon adopt a software product to better manage and report faculty activity portfolios.

**Goal 7:** Increase communication and transparency.

**Actions:** Implemented regular department chair meetings; produced regular letters to faculty and staff on key developments; revamped Academic Affairs website for comprehensiveness, usability, and transparency.

**Outcome/Progress:** Maintained regular communication with department chairs regarding university-wide areas of interest and concern; defined venue for disseminating information to and receiving input from a critical group of faculty who function both as faculty members and administrators; provided venue for training on an “as needed” basis in a variety of areas from student registration in Banner to institutional compliance under new NWCCU standards.

**Goal 7:** Develop a competitive process to allocate enhancement funding to colleges.

**Actions Taken:** Distributed one-time funds for discretionary use by colleges; used Academic Affairs enhancement funding to upgrade instructional technology in selected classrooms.

**Outcome/Progress:** Provided one-time money to departments and faculty to spend as they deemed best for their strategic needs; upgraded instructional technology in selected classrooms to enhance teaching/learning experience; developed larger classrooms to accommodate more students in high demand courses that are frequently filled and unavailable to students who need them.

## **The Students**

**Goal 1:** Reorganize student academic support services into a single, integrated, coordinated entity.

**Actions Taken:** Created Student Success Center.

**Outcome/Progress:** Centralized the services of 7 units into 1 center with 46 faculty and staff to provide more convenient and effective services to students and to increase the strategic and effective use of resources. **Central Academic Advising** (fall semester): total student contacts at Center=10,822; other student contacts at events and on the road=871. **University Tutoring** (fall semester): writing center=1,885 students served; math center=3,277 student visits; content area tutoring=5,591 hours; numerous miscellaneous workshops and individual student consultations. **ADA and Disability Resources:** received \$50,000 endowment with \$15,000 in start funds for an “Access Lab”; student support (fall semester)=25 workshops/classes presented by staff, 275 one-on-one meetings, 2,624 hours of interpreting, 528 hours of transcription services, and 4,000 pages (plus 55 texts) converted to alternate formats; **Academic Programs:** 1,461 new students enrolled in ACAD courses (College Learning Strategies, Math Learning Strategies, First Year Seminar, and ESOL); 63 international students received 629 hours of one-on-one instruction; **University Honors Program:** 275 students in program taking 1,247 honors credit; 80-86% graduation/ retention rates; **TRiO:** \$1,797,440 Upward Bound grant awarded for 5 years; \$1,453,920 Student Support Services granted awarded for 5 years; \$2,109,592 Educational Talent Search grant awarded for 5 years; **Native American Student Services:** 237 NA students served (fall semester); opened the Cedar Room (NA student community room) serving 203 students through mentoring, workshops, study space, and laptop checkout.

**Goal 2:** Substantially improve student retention.

**Actions Taken:** Created university-wide student retention steering committee; oversee retention and planning activities; created advising subcommittee; formed retention review subcommittee; assigned first year and transfer students into cohorts using Banner; reviewed Early Warning Systems; implemented DegreeWorx degree auditing system; worked cooperatively with LDS Institute in areas of advising, student life, and student tracking; worked with Student Housing to develop living and learning communities; instituted “3-a-Day” campaign (each Student Success staff member contacts at least three students per day; instituted campus-wide advising group for the sharing of information.

**Outcome/Progress:** Compiled current retention activities into a working document to facilitate a better understanding of successful retention strategies across colleges and organizations; created ISU Retention web site as a campus-wide resource for retention issues and a working site for committee members; identified and removed student missionaries and active military service students from retention cohorts to avoid distortion of retention data; established plan for involving faculty in living and learning communities in residence halls; developing an assessment plan to guide retention efforts; implemented pilot of Early Warning System; DegreeWorx will go live during Summer 2011 and will provide students and advisors with a variety of mechanisms to track and maintain progress toward degree attainment.

**Goal 3:** Implement Banner Student System.

**Actions Taken:** Converted academic history from the legacy HP system into Banner; converted university course catalog to Banner; reviewed and enforced pre-requisites, co-requisites, and other registration restrictions in Banner; made wait lists available for closed classes; printed official transcripts and posted degrees in Banner; completed university reorganization in Banner.

**Progress/Outcome:** Converted data from the legacy HP system into Banner on schedule; constructed and tested 33 crosswalks containing nearly 20,000 rules; created 142,000 general student records; inserted 9,829,956 ISU academic history records, 1,830,894 transfer history course records, and 28,324 prior college degree records; and loaded 51,906 ISU degrees.

Renumbered every course, reviewed and enforced course pre-requisites, co-requisites, and other registration restrictions. Eliminated 6-8 hour system queues for student registration and developed wait lists for closed classes. Provided immediate availability of transcripts and posting of degrees.

**Goal 4:** Maximize Course Scheduling System.

**Actions Taken:** Instituted and enforced standardized course blocks for class scheduling; generated reporting mechanism in Astra to track course footprint; began process of writing specialized reports for tracking course footprint.

**Outcome/Progress:** Eliminated overlap between courses for the Fall 2011 semester, increasing opportunities for students and maximizing instructional capacity.

**Goal 5:** Winter Intersession

**Actions Taken:** Completed analysis of peer and sister institutions and winter intersessions/terms; conducted analysis of academic calendar; interviewed impacted university units.

**Outcomes/Progress:** Proposal in process for immediate review; target implementation Winter 2012/13 (due to SBOE calendar reporting constraints and Banner catalog cycle).

## Special Programs

### Idaho Museum of Natural History

**Goal 1:** Earn reaccreditation of the Idaho Museum of Natural History.

**Actions:** Reorganized museum personnel and programs; reconstituted exhibits; reopened gift shop; initiated search for permanent director.

**Outcome/Progress:** Awarded accreditation on August 10, 2010.

### Early College Program

**Goal 1:** Recruit and retain Early College (EC) Program students; continue to expand enrollment and number of participating schools.

**Actions Taken:** Worked with Registrar's Office to convert EC admission to Banner; developed new Student Guide for EC students, available as a PDF on the EC web site; converted to web based COMPASS testing for math and English; made presentations to high schools students to promote participation in EC program.

**Outcome/Progress:** Registered 1,344 students in 6,462 credit hours for Fall 2010 and second trimesters (2010/2011), an increase of 11 and 21 percent, respectively, from fall semester 2009; added new classes and/or teachers.

### Commencement

**Goal 1:** Continue oversight of Commencement ceremonies; find efficiencies for cost and length of Pocatello ceremony.

**Actions Taken:** Office of the Registrar tasked with oversight of Commencement; created detailed planner for the management of the Pocatello event's details; restructured event to match the new college structure; streamlined aspects of the ceremony; worked with Student Affairs and the Alumni Office to ensure that students and alumni were included in planning.

**Outcome/Progress:** Anticipate that Commencement will be well-attended and strike a balance between efficiency and dignity of the event.

### **Idaho State University Press**

**Goal 1:** Revitalize Press.

**Actions Taken:** Created business plan for sustainability; catalogued book list; created marketing plan for book list.

**Outcome/Progress:** Reconstituted Press Board; hired intern to create business and marketing plans (both in process); developed logo and new marketing and scholarly identities.

### **Native American Affairs**

**Goal 1:** Continue to support recruitment and retention efforts for Native American Students.

**Actions Taken:** Continued to perform under terms of MOA with Shoshone-Bannock Tribes; worked with Tribes to institute joint programming for student support and retention.

**Outcome/Progress:** Regularly attended MOA board meetings and Shoshone-Bannock business council meetings; investigated possibilities for online and distance learning courses; coordinated and participated in workshops, community events, and high school visits; provided assistance and support for Native American students and their families in hardship situations.

### **NSF ADVANCE Grant Proposal**

**Goal 1:** Successfully complete grant requirements; launch new grant-writing team to submit proposal for institutional grant, due November 2011.

**Actions Taken:** Attended NSF training; constituted committee in conjunction with Office of Research; constituted a new ADVANCE proposal-writing team.

**Outcome/Progress:** Held regular meetings of new ADVANCE team; acted as team lead for the development of grant proposal to support and advance women in STEM disciplines and to create lasting institutional transformation; performed ongoing research and writing to complete proposal by November 2011.