

**BUSINESS AFFAIRS AND HUMAN RESOURCES  
DECEMBER 10, 2015**

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<b>TAB</b>	<b>DESCRIPTION</b>	<b>ACTION</b>
1	<b>IDAHO STATE UNIVERSITY</b> Establish Position - Vice President for Health Sciences	Motion to approve

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**IDAHO STATE UNIVERSITY**

**SUBJECT**

Idaho State University (ISU) proposes the establishment of a Vice President for Health Sciences position.

**APPLICABLE STATUTE, RULE, OR POLICY**

Idaho State Board of Education Governing Policies & Procedures, Section II.B.3.a.

**BACKGROUND/DISCUSSION**

As the lead higher education institution for health professions in the State of Idaho, ISU has continued to grow its health-related programs on its campuses in Pocatello, Idaho Falls, Twin Falls, and Meridian, as well as worldwide through on-line offerings. Beginning with a handful of programs and degrees, ISU now offers over 30 degree programs ranging from associate and certificate programs, in health-related vocational areas, to post-doctoral residencies. Approximately a third of ISU's graduates each year graduate with health-related degrees and certificates.

To capitalize on the high demand and future growth opportunities in health-related programs, ISU proposes the establishment of a Vice President level position with the following criteria:

- i. Position Title: Vice President for Health Sciences
- ii. Type of Position: Administrative Non-Classified Appointment
- iii. FTE: 1.0
- iv. Term of Appointment: 12 Months
- v. Effective Date: July 1, 2016
- vi. Approximate Salary Range: \$190,000 to \$230,000 commensurate w/ Education & Experience
- vii. Funding Source: Appropriated Funds
- viii. Job Description: See Attached Roadmap

**IMPACT**

See the attached Roadmap document which outlines the positive impacts achieved with the establishment of this executive level position.

**ATTACHMENTS**

Attachment 1 – ISU Organizational Chart	Page 3
Attachment 2 - A Roadmap for the Future	Page 5

**STAFF COMMENTS AND RECOMMENDATIONS**

The request to authorize establishment of the position of Vice President for Health Sciences at ISU would create a sixth vice president at ISU (assuming that the subsequent reorganization will leave the current five vice president positions

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essentially intact). The draft “roadmap” document at Attachment 1 states that *“raising the level of administrative oversight for the health programs to a second VP would provide greater leadership and hence, further development of our Core Theme of Leadership in the Health Professions.”* Presumably, this “second VP” statement refers to a realignment of health sciences-related responsibilities between the new vice president and the Provost/Vice President for Academic Affairs. The ISU organization chart currently depicts a “Vice Provost & Executive Dean, Health Sciences reporting to the Provost. The draft roadmap does not specifically address the reporting lines (staff has learned that the Dean would report to the new Vice President), or how duties might be distributed among the new and current executive leadership team members. The Board may wish to invite ISU’s leadership to comment on the realignment of duties and relationships under the proposed six-VP structure. ISU’s President and Provost are prepared to describe the proposed position and answer questions related to the proposed new organizational structure.

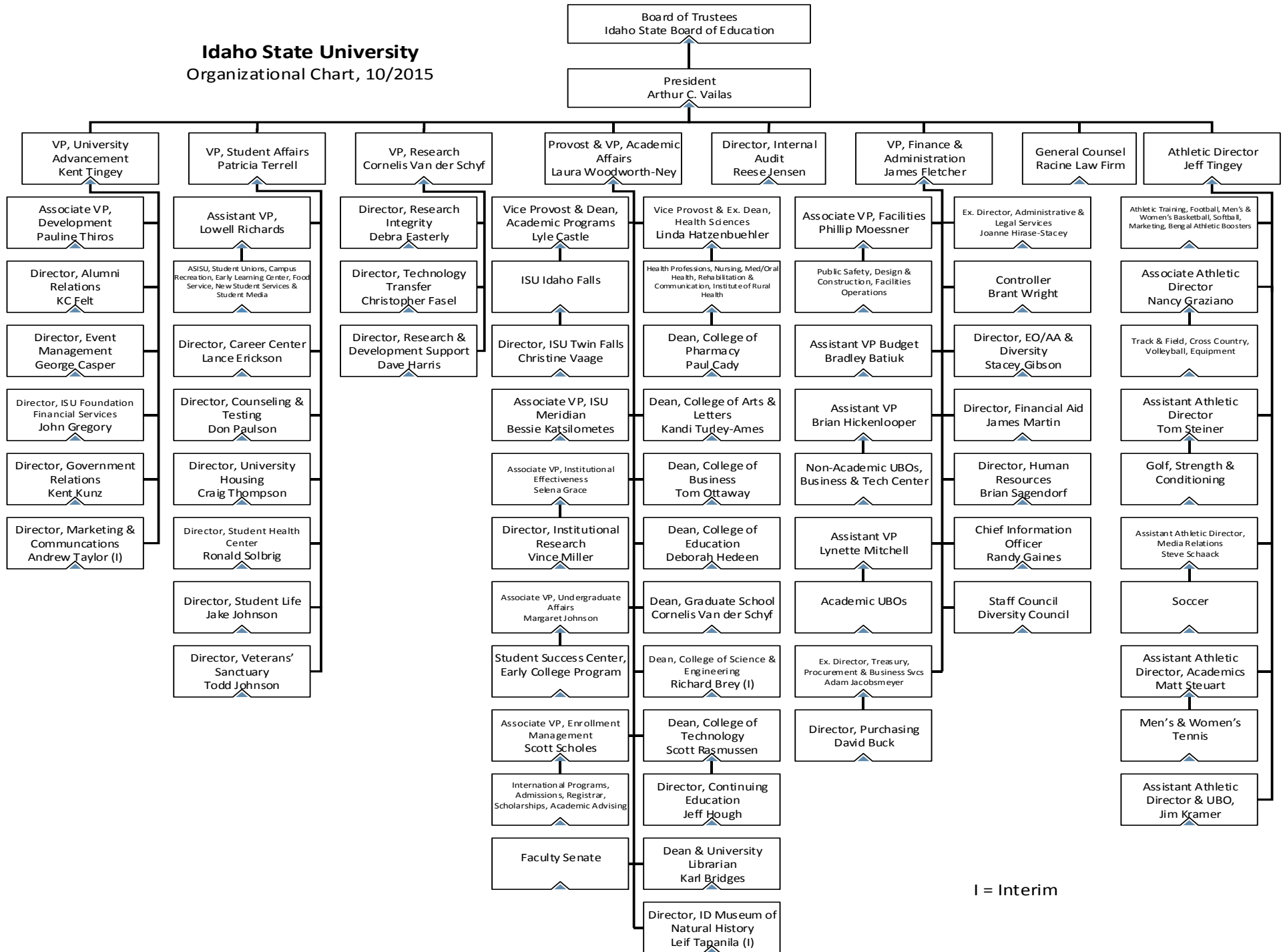
At the time of publication of this agenda item, staff was still attempting to obtain clarification on the inter-relationship of the proposed new vice president functions with those of other ISU senior managers’ positions—it was not possible at time of publication to offer a staff recommendation on approval of this request.

**BOARD ACTION**

I move to authorize Idaho State University to establish a position of Vice President for Health Sciences.

Moved by \_\_\_\_\_ Seconded by \_\_\_\_\_ Carried Yes \_\_\_\_\_ No \_\_\_\_\_

**Idaho State University**  
Organizational Chart, 10/2015



I = Interim

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**IDAHO STATE UNIVERSITY'S LEADERSHIP IN THE HEALTH PROFESSIONS:  
A ROADMAP FOR THE FUTURE**

In the mid-1980's, Idaho State University was designated by the State Board of Education as the lead higher education institution for the health professions. Since that time, ISU has grown its health-related programs on its campuses in Pocatello, Idaho Falls, Twin Falls and Meridian, as well as worldwide through its on-line offerings. Beginning with a handful of programs and degrees, ISU now offers over 30 degree programs ranging from associate and certificate programs, in health-related vocational areas, to post-doctoral residencies. Approximately a third of ISU's graduates each year graduate with health-related degrees and certificates.

More recently, The Idaho State Board of Education revised its "Governing Policy and Procedure on Secondary Affairs: Planning and Delivery of Postsecondary Programs and Courses" in December 2013 (SBOE Policy III.Z.), and directed that Idaho State University would retain its statewide responsibility to deliver the following health-related programs:

Audiology Au.D., Ph.D.  
 Physical Therapy D.P.T., Ph.D.  
 Occupational Therapy M.O.T.  
 Pharmaceutical Science M.S., Ph.D.  
 Pharmacy Practice Pharm.D.  
 Nursing (Region III shared w/ BSU) M.S., D.N.P.  
 Nursing Ph.D.  
 Physician Assistant M.P.A.S.  
 Speech Pathology M.S.  
 Deaf Education M.S.  
 Educational Interpreting B.S.  
 Health Education M.H.E.  
 Public Health M.P.H.  
 Health Physics B.S., M.S., Ph.D.  
 Dental Hygiene B.S., M.S.  
 Medical Lab Science B.S., M.S.  
 Clinical Psychology Ph.D.

ISU's program mix in the health arena is unique in the state. ISU offers the only programs in Audiology, Clinical Psychology, Health Care Administration, Medical Laboratory Science, Occupational Therapy, Pharmacy, Physician Assistance Studies, Physical Therapy, Public Health and Speech Language Pathology. ISU's Nursing and PA programs are the only academic programs in Idaho that graduate ministrations, Medical Laboratory Science, Occupational Ther's need for primary care providers. ISU also has been home to the Idaho Dental Education program (IDEP) since its inception in the 1980's, and ISU offers the state's only Ph.D. program in Nursing. ISU is the only institution of higher education in Idaho to serve as the sponsoring institution of a medical and dental residency program; namely, it's Family Medicine Residency and ISU Dental Residency.

ISU graduates in the health professions now populate a significant proportion of the healthcare work force in the state, as the majority of ISU graduates in the health professions seek to remain in Idaho to work. For example, a 2011 economic impact study of ISU's health professional programs indicated that

71% of the graduates from the ISU Nurse Practitioner program held Idaho licenses. Over the 20-year history of the ISU Family Medicine Residency program, half of the young physicians practiced in Idaho upon their graduation from our program.

In addition to its healthcare-related degree programs and the graduates that these programs provide to the state, ISU has developed health care clinics that not only serve as training grounds for entry-level students and residents, but serve the general public across a host of service areas. ISU offers clinical services to the public in oral health, mental health, rehabilitation, primary care and wellness. These clinics are supported through the clinical income that is generated through patient and insurance billing. State-of-the-art equipment and management systems, including electronic medical records, provide patients with high-quality service and students and residents with high-quality training. ISU's clinics are housed on both the Pocatello and Meridian campuses, allowing service to be provided to a wide sector of Idaho's citizenry. Recently, the ISU Foundation has opened Bengal Pharmacy in cooperation with ISU's College of Pharmacy. Through its tele-pharmacy system, Bengal Pharmacy is positioned to meet the needs of remote rural communities in Idaho that cannot sustain pharmacies. Bengal Pharmacy currently operates two tele-pharmacies, one in Arco and one in Challis, and more are under discussion.

Due to the significant growth and scope in health-related academic programs at ISU, a reorganization of the majority of the health-related programs occurred in 2010, and the Division of Health Sciences was developed. The purpose of the reorganization was to increase the visibility of ISU's programs in the health professions both on and off campus. In the five years since its development, the DHS has increased the amount of inter-professional collaboration available to students, residents and clinical patients. As such, the DHS has positioned ISU to be at the cutting edge of health care delivery as the American health care system is changed through the Affordable Care Act. The team approach to health care is central to the new way in which healthcare is being delivered. The DHS has also provided the faculty in ISU's health programs greater opportunity to collaborate on scholarly activity, increasing their ability to compete for federal grant funding, a resource in an increasingly limited supply.

Because of the focused approach to the academic programming on ISU's Meridian campus, the DHS has been the lead academic unit driving growth on that campus. The physical plant in Meridian, through a combination of philanthropic and state support, has almost reached the point of full occupancy. Idaho State University held its grand opening of the L.S. and Aline W. Skaggs Treasure Valley Anatomy and Physiology Laboratories on September 24, 2015. Funded with a combination of private and public investment, these labs include the most advanced cadaver, bio-skills, and virtual anatomy learning laboratories located in Idaho, and would rival any such laboratories in the Intermountain West. The Anatomy and Physiology laboratories provide needed basic science courses to ISU's professional students in Meridian, and opportunities for local continuing education for health professionals in the area. Linkage with high schools statewide, through the IEN network, has also been integrated into the laboratories.

The DHS has developed strong working relationships with health agencies and organizations which have greatly enhanced the learning experience for students who have expanded training and learning opportunities in sites and clinics that are both on, and off-campus. Staff members who are paid by our partner institutions serve as mentors to our students and residents who rotate through their agencies and facilities. These volunteer mentors help to lower the cost of programs for students.

ISU takes its leadership role in the health professions seriously. We have included our lead position in the health field in our institutional Core Themes that are required by our regional accreditor, the



Northwest Commission for Colleges and Universities. The foundation established in the health professions, over the past thirty years, provides ISU with the opportunity to move forward aggressively in the health arena. ISU is now recognized in the state as the destination site for students interested in a career in the health professions. The DHS is currently housed administratively within the Office of Academic Affairs (AA) under the direct auspices of the Provost.

When the DHS was organized in 2010, the plan was to allow it to establish itself as an organization and then to move it under its own Vice President, parallel to the Provost. The size, scope and complexity of the DHS now far exceed that of the other academic units with AA. The DHS itself is made up of one college (Pharmacy) and three schools (Nursing, Health Professions and Communication and Rehabilitation Sciences) as well as the Office of Medical and Oral Health which houses the Physician Assistant Studies and Dental Hygiene programs, IDEP, the Idaho Advanced General Dental Residency, and the Family Medicine Residency. Several non-academic units also are part of the DHS including the Institute of Rural Health and the Idaho Center for Health Research, the grants and contracts arms of the DHS.

The administrative issues associated with the DHS and the other health programs at ISU are significant. Separating the administrative workload of the DHS to another VP position would accomplish two things. First, it would allow more careful management oversight of the health programs.

- Twenty separate professional accrediting bodies impact ISU's health programs and require ongoing monitoring.
- The regulations associated with clinic operations continue to grow. Billing practices and cybersecurity issues require very careful scrutiny to assure that ISU's compliance with federal regulations is adequate.
- External relationships must be fostered with philanthropic organizations, granting agencies and health care organizations that support our programs.
- Marketing of our clinical services and academic programs and growing our research profile in the health arena needs more attention than it has been given to date. The services we provide add to the richness of our entry-level student/resident educational experiences and provide added funding to the operational budgets that support our clinics. Bringing more patients into our clinics, through targeted marketing, is an essential need for our clinics.

Second, and more importantly, raising the level of administrative oversight for the health programs to a second VP would provide greater leadership and hence, further development of our Core Theme of Leadership in the Health Professions. Such leadership goes well beyond simply adding academic programs to our current offerings on our campuses. Among the issues that need to be addressed as we move forward with our leadership in the health professions include:

- The health-related student services such as Student Health and Counseling should collaborate more closely with educational programs and the ISU/DHS clinic operations. The latter would provide for an improved array of services to students and potentially expand services to families of students through billing systems already in place in ISU clinics.

- Our clinics are ripe areas for increasing the amount of translational research occurring on our campus. Translational research refers to the type of research that moves ideas “from the bench to the bedside.” While some translational research already occurs on ISU’s campuses in some areas, the amount could increase significantly with appropriate leadership. By bringing on a VP-level administrator with experience in translational research, our growth efforts in this area would be greatly accelerated.
- The growth in our clinic operations has far exceeded the physical plant capabilities of our Pocatello campus. ISU is in need of a new physical facility that can house the majority of our clinics under one roof. Such a facility would allow for the needed inter-professional student experiences that our professional accreditors require and the “one-stop shop” that our clinic clientele desire. ISU needs leadership devoted to the development of the plans associated with such a facility. Such planning includes researching the design of such a state-of-the-art facility, garnering support from external partners, including potential donors, and then supervising the implementation of the plan.
- The 5-year plan submitted to the SBOE by ISU with respect to health programs needs ongoing assessment and updating. Idaho citizens do not have access to the full array of health care fields. As the future unfolds, so too will the need for new academic offerings to meet the state’s need for providers and citizen’s interests in health-related careers.

In order to address the management and leadership issues needed for the first quarter of the 21st century at ISU in the health areas, we propose the following:

- We would transfer the administration of the DHS, and other health programs on campus, to a Vice President for Health Sciences that would report directly to the President.
- We would hope to recruit a medical doctor with both clinical and research experience (MD/PhD) to fill this position. We anticipate that the salary for such an individual would be higher than that currently paid to VP-level administrators on the ISU campus. We also anticipate that finding the appropriate candidate to fill this position will take some time and the assistance of a search firm. We are in a position financially as an institution to fund such a position and the support staff required for the new VP.

The development of this new administrative position will not negatively affect the current program array at any of ISU’s campuses. Instead, it would help to grow ISU’s current programs and would assist the state in growing economically and meeting the educational needs of its citizens of the future. Non-programmatic administrative functions currently managed by Academic Affairs on behalf of the DHS, such as academic catalog management, registration, admissions processing, central advising, tutoring and institutional reporting, would remain under the Provost.

Once underway, ISU anticipates that the work of this new administrator on our campus will reap a return on investment that will assist in solidifying ISU’s budget which is directed toward the health professions.

We would be remiss in our designated leadership role in the health professions if we did not look to the future.