

Humboldt State University  
Strategic Plan Steering Committee Minutes  
**Tuesday, October 7, 2014, 3:00-4:00 pm, Nelson Hall East 106**

Co-chair President Rossbacher called the meeting order at 3:04 pm.

**Members present:**

Alderson, Bruce, Dinzes, Eschker, Mola, Rossbacher, Shaeffer, Zerbe

**Members absent:**

Moyer, Zorn

**Guests:**

Juan Cervantes, Mary Glenn, Matt Hodgson, Volga Koval, Kay Libolt, Kris Patzlaff, Scott Paynton, Paula Peterson, Maxwell Schnurer, Hari Singh, Steve Tillinghast, Julie Tucker, Rick Zechman

Co-chair President Rossbacher thanked the steering committee, task force co-chairs and administrative support for participating in this very important function of the University.

**The Process**

Steering Committee co-chair President Rossbacher stressed the importance of a process that is inclusive in its development with a broad perspective and buy-in. The strategic plan will be limited to 25 pages so it will not include every agenda across campus. It will include what is most important to the University in the next five years. The plan will drive other plans in every area from budgeting and academics to athletics, housing, facilities, student life, etc. What do we want the University to look like five years from now? The goal is to complete the strategic plan by the end of this academic year.

The three task forces (Task Force on Increasing Student Success and Academic Excellence, Task Force on Ensuring Resources to Fulfill the University's Mission, and Task Force on Supporting an Inclusive and Diverse Community) are charged with submitting reports, which are expected to be between one and five pages in length, to the steering committee. There may be some cross over between task forces and the flow of information between them will be important. The reports should stress high level goals, not the implementation of those goals.

Steering Committee co-chair Zerbe stated that the preliminary outline for the strategic planning process (Attachment 1) was not meant to be prescriptive and he anticipates there will be questions. Task force co-chair Paynton stated that the last strategic plan was so big that everything could not be implemented. He asked if the steering committee wants detailed information. Zerbe replied that the task forces need to collect the data and provide it to the steering committee who will integrate it into the final plan. Paynton stressed the importance of keeping the data and information manageable.

President Rossbacher said she is looking for middle ground, not a transcript nor rigidity in setting a very limited number of priorities.

# HUMBOLDT STATE UNIVERSITY

Preliminary outline for strategic planning process: Launching the second century.

***Goal:***

To develop a strategic plan for Humboldt State University that includes broad involvement and that results in a dynamic plan that can be effectively used to guide other planning efforts. A successful process will result in a shared understanding of where the University is headed, and the result will drive subsequent planning for enrollment, budget, facilities, academics, athletics, housing, student life, and other aspects of the institution.

***What success looks like:***

Success will be having a completed strategic plan by the end of the academic year that is succinct, widely supported, and useful to the University community in making decisions about budget, facilities, and other aspects of the institution's future.

***Context:***

The context for the plan will be within the framework of the University's mission and vision statements and the values that are shared by the University community.

The plan must also align with the California State University System's strategic plan, which was developed in 2008 and reiterated in the *Access to Excellence* Progress Report that was presented to the CSU Board of Trustees in May 2014.

<http://www.calstate.edu/accesstoexcellence/executive-summary-2011-2013.shtml>

The original plan identified the following primary goals:

- Increase student access and success;
- Meet state needs for economic and civic development, through continued investment in applied research and addressing workforce and other societal needs; and
- Sustain institutional excellence through investments in faculty and staff, innovation in teaching, and increased involvement of undergraduates in research and in their communities.

***Expectations for the result:***

- The strategic plan will identify three to five major goals for the University to be pursued over the next five years.

- The time period to be covered is 2015-2020.
- The plan will include measures of success, the individual (position) responsible for overseeing the implementation, and any resources required to ensure the implementation.
- The final document will be no more than 25 pages in length (additional resources may be posted on the website), and it will be reproduced in a “pocket” format so that every member of the University community has a copy.
- Beginning in June 2016, an annual update will be prepared by the President’s Office to summarize progress toward the goals outlined in the strategic plan; these updates will be included on the website, too.

***Logistics:***

- The Strategic Planning Steering Committee will meet on alternate Tuesdays, between 3-5 p.m., on the weeks when the University Senate does not convene.
- An administrative assistant will be assigned to each goal group to facilitate their efforts, including scheduling meetings and taking minutes.
- Minutes from the meetings will be posted on a strategic planning website.

***Context:***

Humboldt State’s Strategic Plan for 2015-2020 will build on goals that have evolved through previous strategic planning processes in the last decade. These goals reflect some important themes, a number of which continue to be critical for the University’s future.

HSU Strategic Plan 2004-2009	Cabinet for Institutional Change (February 2010)	HSU Priorities 2012-2016
<i>Goals</i>	<i>Focus areas</i>	<i>Priorities</i>
Academic excellence	Vision	Student success
Community of student scholars	Campus governance	Enhancing revenue
Cultural richness	Student success	Advancing HSU’s vision
Fiscal resources and processes	Collegial, respectful, and responsive community	
Infrastructure	Cultivate evidence-based decision-making	
Intellectual underpinnings		

## ***Structure***

The initial structure will be organized around a steering committee and three task forces.



### ***Strategic Planning Steering Committee***

The Steering Committee will include the chairs of standing committees in the University Senate and draw from the shared-governance structure of HSU.

#### **Composition:**

*Admin support Kay Libolt*

Noah Zerbe (co-chair), Chair, University Senate, and Chair and Professor of Politics

Lisa A. Rossbacher (co-chair), President

**Charge:** The Strategic Planning Steering Committee will be responsible for overseeing the planning process, coordinating and integrating the recommendations from the task forces into a final report, and assisting in keeping the University community informed about progress in the planning process.

### ***Overall charge to the Steering Committee and Task Forces:***

Humboldt State University has evolved over the last 100 years – and particularly over the last decade – into an institution that is known for the high quality of its academic programs, the diversity of its student population, its connection with the surrounding environment, and the balance of sciences, arts, and professional programs. As the University begins its second century, the time is right to develop and articulate a shared direction for the University's future.

The planning process will incorporate the work of a steering committee and three task forces, with associated working groups, as needed. The three major areas of focus are:

1. Increasing student success and academic excellence;
2. Ensuring resources to fulfill the University's mission; and
3. Supporting an inclusive and diverse community.

The Steering Committee will be responsible for the overall planning process, including the preparation of the final version of the strategic plan. This group will integrate the recommendations of the task forces, prioritize the recommended initiatives, assess the financial needs to implement the plan, and consider ways to fund strategic initiatives.

The task forces will be responsible for identifying specific objectives and initiatives to pursue the strategic goals, determining the necessary resource requirements, proposing priorities, and recommending responsible individuals and timelines for next steps.

Engaging the University community is a high priority, and the Steering Committee and each Task Force should hold at least one open forum to collect comments and opinions from faculty, staff, students, alumni, and other supporters. Members of the University community should also be invited to provide written suggestions to the committee and task force chairs. All written reports and recommendations from the task forces will be posted, in draft format, on the strategic planning website, and members of the community will be invited to comment prior to the completion of any report.

Task Force reports should be sent to the Strategic Planning Steering Committee by February 27, 2015. The reports are expected to be between one and five pages in length, and they should include background information on the issues, identified goals, recommended initiatives, and any resource requirements. The Steering Committee will integrate the task force recommendations and financial plans.

This process will be invaluable in helping us make decisions about HSU's future that will strengthen our community, increase our resources, and determine our own fate, in the context of our unique role within the California State University.

Each task force will be responsible for identifying goals and initiatives in the referenced area, determining the resource requirements of the goals and initiatives, and setting priorities among the recommended goals and initiatives.

### ***Task Force on Increasing Student Success and Academic Excellence***

#### **Composition:**

*Administrative support: Paula Petersen*

Scott Paynton (co-chair), Associate Dean, CAHSS

Beth Eschenbach (co-chair), Faculty Environmental Resources Engineering

#### **Charge:**

In addition to the general charge to the Task Forces, the Task Force on Increasing Student Success and Academic Excellence should also consider the following questions, as well as other that may arise during the deliberations:

- Two important measures of student success are retention and graduation rates. What evidence/data have we utilized to understand the cause of HSU's relatively low rates, and what additional information do we need to address this goal?
- A key to attracting more students who will be interested in HSU's unique program mix and who will be successful on those programs will be important in our efforts to increase student success, increase resources, and build community. How do we increase the name recognition and visibility of Humboldt State University beyond the local region, to include the entire State, nation, and world?
- How does the goal of sustainability connect with the University's strategic goals?
- What are the optimal enrollment targets that balance quality education, funding sources, and space?
- HSU has started several initiatives regarding eLearning and Distance Education. What is the strategic role of these pedagogies in HSU's future, and how do we ensure student success in these courses and programs? In what additional ways does technology play a role in academic success?
- Along with many other colleges and universities, HSU has some significant challenges regarding alcohol and substance abuse among the student population, which has a direct impact on student health and academic success. Given existing initiatives, are there additional or different activities that can be explored to reduce alcohol and substance abuse on campus?

### ***Task Force on Ensuring Resources to Fulfill the University's Mission:***

#### **Composition:**

*Administrative support: Julie Tucker*

Rick Zechman (co-chair), Associate Dean, CNRS

Hari Singh (co-chair), Chair, School of Business

Charge:

In addition to the general charge to the task forces, the Task Force on Ensuring Resources to Fulfill the University's Mission should consider the following questions as well as others that might arise during the deliberations.

- It is clear that State support of higher education will not return to the levels of the early years of the CSU. We must consider other revenue sources to help the University meet its educational objectives. Please identify initiatives that will expand funding, including strategies that could yield results over time and specific examples that we can implement immediately.
- What best practices exist at other CSU campuses (and elsewhere) to increase fundraising in ways that would be consistent with HSU's goals?
- HSU is known for having a relatively large percentage of alumni who support the University. How can we leverage this connection?
- Intellectual property is becoming an increasingly important form of support on other CSU campuses, and we now have access to IP lawyers. What role could this source of revenue play at HSU?

**Task Force on Supporting an Inclusive and Diverse Community:**

Composition:

*Administrative support: Lura Holtkamp*

Mary Glenn (co-chair), Associate Dean, CPS

Kris Patzlaff (co-chair), Faculty Art

Charge:

In addition to the general charge to the task forces, the Task Force on Supporting an Inclusive and Diverse Community should consider the following questions as well as others that might arise during your deliberations.

- We are proud of the great progress the University has made in diversifying the campus over the last ten years. We must continue to embrace the role diversity plays in accomplishing our educational, research, and community service missions. Given our current initiatives and our data on student, faculty, and staff diversity, please evaluate the state of the University's diversity initiatives. Should we consider pursuing different and/or additional initiatives? What are the special challenges in our community and how do we best address these challenges?
- Many of our programs play a special role in fostering diversity. How can we support the educational and research missions of academic programs that foster diversity on our campus?
- One of the most significant benefits of diversity to our campus is the opportunity for individuals to interact with others from different

- backgrounds. Are there initiatives we can undertake to enhance opportunities for interaction and integration?
- How can we clearly and effectively communicate about our diversity initiatives on and off campus so that members of the community are informed of our programs and their impact?

Timeline:

September 23, 2014 University Senate and Executive Council discusses draft process.

September 30, 2014 Full University Senate discusses draft process

October, 2014 Task Forces appointed

March, 2015 Task Force reports are submitted to the Steering Committee. Reports should include background information on the issues, identified goals, recommended initiatives, and any resource requirements.

March, 2015 The Steering Committee will integrate the task force recommendations and financial plans. These will be posted on the HSU website with an invitation to comment and provide additional input.

May, 2015 The Steering Committee finalizes the strategic plan.

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**Communication:**

Task force co-chair Glenn stated the importance of an online presence. Matt Hodgson from Marketing & Communication is designing the website at [www.humboldt.edu/strategicplan](http://www.humboldt.edu/strategicplan). President Rossbacher said it will be important to have a website for sharing of information and input from others, and that face-to-face contact will also be necessary. Zerbe stated that task force co-chairs will need to meet regularly with the steering committee, at least once a month. President Rossbacher mentioned that there will be an annual update of the strategic plan and that every summer the President's office will prepare a progress report. The progress report will be submitted to the University Senate each fall. The plan will not sit on a shelf and be forgotten.

Co-chair Singh asked about the specificity of the plan and goals. President Rossbacher stated that there does not need to be a specific number of goals, but that the goals selected must be based on data and within the realm of possibility. They should be aspirational and achievable at the same time.

Steering committee member Shaeffer expressed concern that diversity is not reflected on the steering committee and asked if there should be more diverse representation.

Steering committee member Mola reflected that if he were a member of one of the task forces that he would want more direction than offered in the preliminary outline for the strategic planning process. He is concerned about where the task forces should start and how to go about finding the biggest issues. Steering committee member Eschker commented that researching strategic plans on other university websites would be a good starting point. In particular, San Diego State University (<http://go.sdsu.edu/strategicplan/>), Kansas State University (<http://www.k-state.edu/2025/>) and Arizona State University (<http://uoia.asu.edu/strategic-planning>), among others. Other examples can be sent to steering committee co-chair Zerbe. Task Force co-chair Glenn suggested that visits or phone conferences with strategic planning committee members from other campuses might be appropriate if warranted.

Steering committee member Dinzes stated that the reports should have quantifiable goals, objectives and principles. Specific objectives must be achievable. Zerbe agreed and reiterated that it will be the responsibility of the steering committee to ensure consistency across the task forces. Task force co-chair Glenn asked about the use of similar language and format in the reports. Zerbe said that the steering committee will discuss this before the process is much further along. There was discussion about using quantifying phrases, how to approach measurement aspects to facilitate change. It would be helpful to have key terms or definitions for cohesion between the task forces.

Matt Hodgson presented the framework of the website ([www.humboldt.edu/strategicplan](http://www.humboldt.edu/strategicplan)) and discussed the various aspects and specific pages. There will be an overview/introduction on the main page with specific sections for each task force. Meeting minutes, documents, reports and

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recommendations will be posted on the website along with other timely content. There will be a blog for discussion/comments. Glenn requested that all comments are shown and that there is the ability to post anonymously so all voices are heard. Blog topics can be posted for feedback or general comments made. Dinzes suggested the use of topic check boxes. Glenn stressed the importance of notifying the campus and the community about the website and stated the need for public service announcements, email, portal announcements, etc. There will be a button on HSU's home page for the strategic plan website.

Paynton asked about how the University's mission and vision will affect the strategic plan. Zerbe stated that President Rossbacher has made it clear that the three areas the task forces are focusing on meet the University's mission and vision. Learning outcomes could change in the process, but we are not looking to do that by this process.

**Next Meeting:**

The strategic plan steering committee will meet every other week at 3:00-4:00 pm (the first hour of Senate Executive Committee meeting) in Nelson Hall East 106. The next meeting will be on Tuesday, October 21, 2014 at 3:00-4:00 pm.

The task force co-chairs will meet with the steering committee once a month or as needed. The next meeting will be on Tuesday, November 4, 2014 at 3:00-4:00 pm.