

Session I:

President Rossbacher, steering committee co-chair, opened the session at 12:09 pm. She stated that it is meant for this meeting to make a statement about how we're working together to move the strategic planning process forward. We have a steering committee and three task forces working on a broad set of issues: The Task Force on Increasing Student Success and Academic Excellence, the Task Force on Ensuring Resources to Fulfill the University's Mission, and the Task Force on Supporting an Inclusive and Diverse Community. She asked the members of the steering committee and task forces to stand and thanked them for their participation.

Rossbacher invited attendees to submit comments and said that we want to make sure we're looking at the critical issues facing the university. The original timeline has been pushed back, but we still plan to complete the process before commencement in May. The process will put us all on the same page and help us figure out how to allocate budget to support institutional goals. It is important to emphasize the context in which we are engaged in this process, to build upon the university's existing plan and mission and vision statements. We have good statements and building on those and looking forward to the future.

Noah Zerbe, Chair of Politics and Chair of University Senate, and steering committee co-chair, said that we want to make sure that everyone has the opportunity to be engaged as much as possible in the process. We want the campus community to know where we're at, where we're going, and lay out the big process. A large open forum will take place just before or after the start of spring semester. He mentioned the website at <http://www2.humboldt.edu/strategicplan> where people will have the opportunity to provide feedback to today's three questions (listed below) through User Voice or email. He requested attendees to refer colleagues and friends to the website so they can also provide feedback on these questions and other concerns about the process.

Questions:

- 1) What do you think is the single most important issue that HSU must address in the next five years to ensure the University's success?
- 2) What do you think is the most important, distinctive characteristic of HSU that will differentiate the University from other campuses in the Cal State System (and beyond)?
- 3) What question or issue are you most interested in seeing the strategic plan for 2015-20 address?

Rossbacher said that the strategic plan must be as robust and useful as possible. She indicated that the strategic plan website has member names, contacts and bios which will be useful for building community and to know the background and issues being discussed. To learn what a good strategic plan looks like, click on the "Resources" link. There are several examples from other universities that have value and represent models of the sorts of things we want ours to include. The website is good for feedback and comments. Meeting minutes will be posted so you can see what the conversation is about. Draft reports will be posted and it is an interactive and informative website. The final product

will be going to the University Senate so we're officially incorporating the shared governance system in the process.

It was then open for public comment related to today's three questions.

Laura Black, Nurse Practitioner, Health Center, stated that for her the single most important issue is that we have a rural community and the health center is busting at the seams. She said they need resources, especially for psychiatric diagnoses and when student conduct affected. We don't have the resources in the community as a whole and the university is a microcosm of that.

Tyler Evans, Chair Math, said student success and retention is going to play out in this process and he is interested in the university investing in resources designed to retain students needing developmental mathematics, and STEM majors who need remedial coursework. He would like to see the university invest in students from their first contact who are at risk for completing their ultimate degree goals. Rossbacher indicated that Chancellor White is trying to remove the word "remediation" from our vocabulary.

Micaela Gunther, Chair Wildlife, commented that we are natural-resource based and that as a university what stands out for us is environmental and social consciousness. She said that all departments are thinking about this and we have that shared vision we would want to promote. We need to discuss how to promote grad students to come to a rural area like Humboldt. She stated that we need to have a vision as part of this plan and asked what our purpose is for growing this campus. She said we have more students now than we can manage and that we have increased enrollment for financial gain, but is that helping? She asked if we are putting in the resources to allow students to graduate on the 4-year plan and strengthen that purpose in education. She stated that more money isn't the reason. Rossbacher responded that resources come 50% from state allocation through chancellor's office and 50% from tuition and remarked that cost/benefit analysis is a very interesting question. She said that it isn't entirely our decision as some decisions are made by the board of trustees.

Tracy Ferdolage, AVP, Facilities Management, stated that what Lisa asked is what is critical -- It's about resources. We have to be not just right-sized, but understand the resources we have. She is concerned about structural deficit that isn't sustainable. She said we need to get on the path of solving that because it won't get better on its own.

Hari Singh, Chair, School of Business and task force co-chair, stated that the biggest issue is how to get the resources and know how to distribute them. We need to try to gain efficiencies, and by attrition reduce some things we already do and do other things more effectively. He stated that outside resources are needed and that we should be trying to be a magnet for the kinds of things we do best and align our strategic advantage and become the school of choice for what we do best.

Claire Knox, Chair, Child Development, said that building on that idea, we need to think about our human resources and decisions we'll need to make on a collaborative model between and across units and disciplines. We need to discuss how to respond as a whole, not as units and disciplines. One of the underlying core issues that we are making progress on but with which we have struggled, is an inclusive community, not pieces of a community. We need to do whatever we can do to build that process -- address this and model steps in that direction.

Monty Mola, Chair, Chemistry, Physics and Astronomy and task force co-chair, commented on Micaela Gunther's concern about bursting at the seams. He said we need to have a goal what we're planning

for. The resources piece begs the questions of how big should we be, what mix of programs should we have, and how big they should be. Should we offer programs or fewer programs? We have been very reactionary in how we have grown. We accept students and then add more classes. We need to have a better idea on what we wish to do rather than reacting after the fact. Rossbacher responded that if the strategic plan process works, it will put us on track for that as it becomes the basis for academics, facilities, athletics, housing, and others.

Morgan King, Facilities Sustainability Coordinator, stated that the Board of Trustees recently passed an updated sustainability policy for all CSU campuses. He hopes that within the strategic plan process there is some form of decision-making process that will include sustainability in terms of operations and infrastructure, and that our campus embraces it – students, faculty and staff. Rossbacher replied that sustainability should be incorporated in interdisciplinary ways academically.

Ken Ayoob, Dean College of Arts, Humanities & Social Sciences, stated that this is about graduation and retention rates, but more about how we develop a culture that makes decisions. We're good at reporting and discussing; we now need to move forward. We also need to realize that there are some decisions that we will like and some we won't. If we can get to that point we'll be well ahead of where we are now.

Zerbe stated that we've been making progress in a number of areas but not quickly enough. We are working to ensure a strong sense of campus community, but we need to build on it. The other fundamental mission of the university is ensuring that our students have a meaningful experience and graduate in 4 or so years, get what they came for, have enough classes, and enough support services.

John Lee, Dean, College of Professional Studies, said that he just attended meeting in San Bernardino where the topic was student success and right-sizing programs. The deans discussed that in addition to having more diverse faculty, there is need for ongoing professional development for faculty who are here to enhance their skill. Coordinating and communicating are important as we tend to live in our own units and silos and we think that others think like we do. We need to be rowing in the same direction, and the right direction, implement the plan and then evaluate. We should have an evaluation plan before we start buying and spending. We should not let our pet projects and those things that are dear to us get in the way of the larger purpose, which is educating students, enhance and ensuring our student's success. Zerbe responded that Lee hit on an important point – this strategic plan is successful only to the extent that we implement it.

A student attendee discussed the topic of creating a safe community. She said the president has shown her support of "check-it," and that it's really important to create a safe space and to also teach incoming students about bias as there isn't much support in that regard. She asked if there a way to have an orientation about bias and create that support network for diverse students and speak of respect and accountability to create that safe community. Zerbe said that check-it and micro-aggression training would be powerful.

Vincent Feliz, Student Support Liaison, Dean of Students Office commented that he was struck by how we're naming micro-aggression – it's prejudice and hate – we theorize it but should call it what it is. He said the town of Arcata is notorious as it's a very secluded, protected neo-liberal town. If you talk to students of color who come here the first time they would share that there is a strong need for understanding where students are coming from and a deeper, personal level of conversation. Some of our students come from secluded, gated communities and some from urban areas and HSU the only

school they were admitted to. Those kind of hard conversations need to happen. The thing that makes HSU very unique is the seven sovereign tribal nations that practice their traditions here. We need to talk about racism and recovering from trauma, having the courage to talk about these conversations with our defenses down so we can heal.

A student attendee stated that as a person of color and first generation, she would like to discuss how people of color are included in the community. She took a sociology class on race and equality which has validated her experiences in life. As a potential solution, maybe some courses should be prerequisites for freshmen so their first year they come in with a new understanding of what race, sexuality, etc. mean. She didn't think anyone would talk about the race problem on campus. It has various solutions and we shouldn't ignore it and it should be considered throughout all of the process. Rossbacher responded that she appreciated that comment and that it is part of the larger context of what Vincent Feliz said. We're talking about the university community as well as the local community, the town, the county, the state – we need to think about the larger community where we live. This is part of what we need to be working on as well, consistent with social responsibility.

A second year, first generation student said she came to HSU from east LA, because it was a small community and she always wanted to be a part of something smaller. Her high school friends told her she would get a “lot of race coming at her.” Her high school was 99.9% Latino. When she arrived, she thought we all look different and thought she was going to fit in. She was very involved in high school and was able to use her voice a lot and she likes that her voice has power. When she arrived at HSU she felt that she wasn't going to be listened to. She said we need to let students know that they will be listened to. She has been trying to figure out why she is afraid to speak today when she went to Washington, D.C. and shared with congress and was vocal in high school – not shaking like she is today.

Rossbacher asked participants to take some of these 3x5 cards and answer 1 or 2 of today's questions and/or other important issues we haven't thought about yet. She explained that there will be a forum early next semester. We would like to do it in a way that is respectful of time and a good use of time, but not conflict with the Institute for Student Success. There will continue to be some meetings and open forums scheduled between now and then. The website is be available for comments. Leave cards with comments and we'll incorporate those in the conversation.

Session I ended at 12:52 pm

## **Session 2:**

Started at 1:05 pm

President Rossbacher welcomed people at 1:05 pm. and thanked them for coming. The session began with introduction of the president and Noah Zerbe, co-chairs of the strategic planning steering committee. Rossbacher again stated that this session is meant to be a positive sign about shared governance and collaboration as we talk about how the university is moving forward into the future. She gave an explanation of the steering committee and three task forces; student success and academic excellence, inclusive and diverse community, and making sure we have the resources to fulfill the university mission. It's about making good use of the money we have, not about cutting back operations with the money we have. We have a number of people on those committees and she asked them to stand and thanked them for serving. She said that our goal is to have a draft strategic plan sometime by the middle of spring semester that will be available in draft on the website and that there will be other forums for input before the plan is finalized. Zerbe again explained that the strategic plan website has

supporting documents and minutes, and will give opportunity for folks to provide feedback regarding concerns and questions that are posed.

Rosbacher stated that it is important to remember that we're not starting from ground zero. We have an excellent mission and vision statement that are posted on website, and we are building on that. We're not starting over with, "who are we?" but how can we become the best Humboldt State we can be. From a historical perspective, as we look at the previous planning processes over the last 10 years – 2004-2009 the major goals we were identified. We have made real progress in some ways and in other ways we need work. The topics are academic excellence, student scholars, cultural richness, infrastructure, financial, the Cabinet for Institutional Change, vision, campus governances, student success, collegial respective community, evidence-based decision making. This new plan is for 2015-2020. She said we want to know what questions people have about structure and process.

Student Peter Mueller expressed concern about voting on suggestions. He recognized there are a not a lot of students not engaged in this process and said that a lot of current faculty and staff will be here in 2015-2020, but the current students won't be here that long. He would like to see students constantly engaged and given voting power and given help from the professional staff so they will be qualified to participate. He said very few students vote in AS elections. He feels transparency is an issue and said that students need to be literate. He is concerned that students don't know administration and they will create ideas on who administration is and not listen if they don't want to. Rosbacher commented on the good comments students made in the first session. She stated that the website will allow for transparency, there will be presentations to various groups on campus, and she is open to other avenues. She would like to talk about ways to help students be more included in this process.

It was asked if there will be student involvement on committees. Rosbacher said there will be two students on each committee. Mueller indicated that AS doesn't represent the student population. He would like to know which committees are open door and which aren't open door and when the meetings are held. Rosbacher explained that the minutes will be posted on the website along with other information and documents. He wanted to know if students will be able to veto or override decisions and have a way to be heard. Rosbacher said we need to have a conversation on campus about how we talk about how we talk. She hears the issue of being heard and related it to her experience with the Quaker organization where everyone has responsibility to listen respectfully to the opinions of other people, hear the concerns and decide what is best for the organization going forward. We need to understand that even if what we want isn't decided upon, we need to be respectful.

Native American Studies and ITEPP student, Mack, discussed the meaning of being a Hispanic-serving institution. He said HSU has a high proportion of Hispanic and Native American students and he would like to know the plan for hiring faculty and staff that will that reflect the students. He asked if we are truly going to serve people of color and hire people of color to serve students of color. Rosbacher responded that it's a commitment of the university right now to increase the number of full time and tenure track faculty and to make sure we reflect the diversity we have in our student population. She indicated that she would be shocked if the task forces don't come up with a recommendation. The strategy will be to reflect that. She said we are not there yet, but by the time we get to the end of the process next spring, she is anticipating that will be one of the goals.

A faculty member asked what the implications are of an attempt to stay ambitious. He has been on campus for 20 years and I feels like it's getting away from us. He said we are letting go of some of the ambitions and values and feels that for a while we were blinded by a fog of red ink and management-

type questions. Now getting back our idealism, our notion of service, our understanding of what top-notch teaching is. Trying to get back to the high ideals and ambitions is one of the important things we need to explore.

A faculty member said he is wondering about numbers of student enrollment and projected annual growth and in the next five years. He sees a program that is impacted like never in the last 25 years – juniors and seniors not being able to enroll in classes to complete a degree. He is concerned about how will we meet the projections and make sure it's not getting worse. If we attract tenure track faculty and not replace them with lecturers it's not good. There aren't enough faculty and not enough seats. He asked if enrollment will go up. Rossbacher responded that we don't have an enrollment target for next year yet, we may know by next week. The Board of Trustees may tell us how many students we need to enroll. This is a top down chancellor's office decision. She feels we will be in such a better position if we have a strategic plan that outlines what we want our enrollment to be instead of asking the chancellor what we need to do next year. She wants us to be controlling our own destiny. If we say we want to double in size over the next five years, that's not likely to happen. She wants us to be the ones who say what our growth will look like. This can be a part of our strategic plan so we can have push back to manage the expectations of the system. Mueller asked which task force would discuss this issue and Rossbacher replied that all of the task forces should be considering graduation rates, resources, sense of community and diversity on campus and how inclusive we're being with those students. If we're recruiting students and not creating an environment of inclusion and they go somewhere else, that is part of the problem. Zerbe explained that the role of the steering committee is to coordinate questions amongst the groups that don't fall through the cracks because they don't fit neatly in any one group.

Mira Friedman, Health Educator, Student Health Center, stated her concern about student employment and internships, and a lack of opportunity to work on campus. She said that 75% of our students are eligible for financial aid. In order to qualify for Cal-fresh students need to work a certain amount of hours. She said that our local economy isn't able to provide enough jobs for our students. Rossbacher responded that this is a key piece of students getting their education. There is a critical need for more scholarships, and that fits in with fundraising. We need to help our students not have such high debt when they graduate.

Mueller said he would like to know, if this strategic plan is such an important thing and the task forces and steering committee are so integral, why we don't have a direct democratically chosen membership. He asked if the students in attendance are on the committees and said we should vote. He stated that closed-door stuff is not cool. Rossbacher reiterated that there will be multiple opportunities for people to contribute to the strategic plan.

Susan Marshall, faculty, Rangeland, stated that there are women of color on the Task Force on Supporting an Inclusive and Diverse Community. She stated that we need to have respect for wisdom and for people's relationships with each other. She said that Naomi and Graciela, students on the task force, have something to add. She also said the remark is insulting to faculty that just because you're not tenured you don't have a voice. This is a false argument about being tenured or not. She said this is a way we can contribute to the process now and be creative now, not ask why we aren't doing it another way. She asked, "What is our brand?" She has been here since 1997 – one of them is being a small college in a beautiful setting where we have opportunities unique from every other system. She stated that there are a certain number of disciplines we have to furnish to our students as well as GE, to be well-rounded, educated citizens. She said Humboldt wasn't always part of the CSU system, we have always been different and we value the things that set us apart. We have a much greater opportunity to

specialize in disciplines. We need to maintain our brand and not be shy about it. Past administrators have stuffed it with filler. She feels that some would be happier elsewhere if they don't prescribe to our brand and what we specialize in here.

A student attendee remarked that we need to have students on the committees, not just sitting there, but participating. She added that it would be nice to know when meetings are. She said the word "diversity" gets thrown around a lot. We use it like a trigger word. We're not using it in the same way or know what it means. She said she wants people with diverse ideas saying different things from different walks of life. She wants people to be careful in using that word. She asked if we are really moving in the direction of diversity. Do we all define diversity the same? This happens a lot in forums like this.

Christina Accomando, English and CRGS faculty, stated that she was told the answer to question number two is that this campus has social justice, etc. She came from San Diego State University where their identity is partying, but it's a good school. Over the years she has seen our self- image as a cloak. She said we need to think about our self-identity and make it real in our resource distribution. It needs to be in all meetings, we need to develop an ability to have those lenses, how to make it institutionalized.

Penelope Shaw, Study Abroad Advisor, International Programs, would like to see the word "international" in the strategic plan. She was here when the original strategic plan was done. She would like international to be a part of the campus. She feels that it is really important that we consider our place in the world, not just the community. We bring students in and send students out and both important to the campus. We can help expose our students to the world and give them the experience of a lifetime. This week is International Education week and there doesn't seem to be the kind of excitement we should see. There are a lot of reasons for this, but if we are going to pay lip service to being part of an international committee, we need to involve it in the process of the strategic plan from the very beginning. Rossbacher responded that with Zerbe as a part of the steering committee, she's sure the word "international" we be part of the strategic plan.

Native American Studies student Mack said that he transferred to HSU from Sacramento and the central valley. He said that there have been one or two HSU graduates at every experience he has been to there. He discussed the moniker of being a Native-friendly school. He spoke to a professor at Sacramento State who graduated from HSU. He said classes are not offered as needed and that the Native American Studies program has been nationally recognized and now it has dwindled. HE said the school has a label but fears that is going to start falling short.

Kim Berry, Chair, CRGS, expressed concern about our institutional processes and choices. She asked what processes we are going to put into place that could prevent the silos we've experienced. Rossbacher stated that some may be in the strategic plan and some may be in the implementation of it.

Rossbacher again asked people to use the index cards to answer today's three questions and/or write concerns and comments. She thanked everyone for participating and said we'll make sure comments are considered. Zerbe again directed people to the website for comments and asked them to share the website with co-workers, classmates, colleagues, etc.

Session 2 ended at 1:56pm.