

Blueprint for the HSU Strategic Plan

1. Prepare students to be socially and environmentally responsible leaders in a diverse and globalized world.

	<i>OUTCOME</i>	1.1	All HSU students' experiences are impactful and purposeful through better coordination and integration of academics, advising, support services, student activities, student life, and community partnerships.	
	<i>SUB-OUTCOME</i>	1.1A	Support, mentoring, and advising experiences for all HSU students are consistent and coherent and build connections with faculty, peers, and discipline area, with a special focus on supporting student access, self-efficacy, self-actualization, and empowerment.	
	<i>OBJECTIVE(S)</i>		1.1A.1	Provide each student with an accurate curricular map supported by technology alerts for students who fall off course.
			1.1A.2	Provide excellent, customized, proactive academic advising and resources for all students in order to facilitate their success and degree completion.
			1.1A.3	Utilize technology to facilitate appropriate class choices and timely progression toward degree as a complementary resource to personal advising.
			1.1A.4	Develop and enhance first-year, transfer, and graduate programs to connect students to faculty, peers, staff, curricula, and communities.
			1.1A.5	Integrate meaningful learning analytics to allow for early alerts and timely interventions that promote student success at course.
	<i>SUB-OUTCOME</i>	1.1B	Similar and related campus resources have been co-located and have established a practice of collaboration.	
	<i>OBJECTIVE(S)</i>		1.1B.1	Co-locate similar and related campus resources.

	<i>SUB-OUTCOME</i>	1.1C	Faculty and staff are aware of existing campus resources and accurately recommend them as needed.	
	<i>SUB-OUTCOME</i>	1.1D	Policies support student progress towards degree completion.	
	<i>OBJECTIVE(S)</i>		1.1D.1	Review policies (e.g. as part of the new Academic Strategic Plan) to ensure that these are creating a smooth pathway for students in their programs.
<i>OUTCOME</i>	1.2	Purposeful and coherent integration of academics and student life provides a Humboldt State experience that affords all students the same opportunity to succeed in meeting their baccalaureate goals.		
	<i>SUB-OUTCOME</i>	1.2A	Relationships have been assessed and clarified for all student support programs and for all academic units in order to increase effectiveness and collaboration.	
	<i>OBJECTIVE(S)</i>		1.2A.1	Complete implementation plan that evaluates and specifically addresses operational needs for collaborative academic, co- curricular, and student support programs, including the Centers for Academic Excellence.
	<i>SUB-OUTCOME</i>	1.2B	Outreach and support for families whose first language is not English have been assessed and increased as needed.	
	<i>OBJECTIVE(S)</i>		1.2B.1	Provide orientation sessions, web page information, recruitment materials, etc. in Spanish, adding other languages as needed.
			1.2B.2	Provide student support services in Spanish, adding other languages as needed.
	<i>SUB-OUTCOME</i>	1.2C	Academic programs are accessible to all populations.	
			1.2C.1	Coordinate support for instructional design to promote adoption of Universal Design for Learning (UDL).

<i>OBJECTIVE(S)</i>		1.2C.2	Provide professional development for faculty and staff to support progress toward UDL.
		1.2C.3	Implement Accessible Technology Initiative (ATI).
<i>SUB-OUTCOME</i>	1.2D	The campus environment is safe and inclusive.	
<i>OBJECTIVE(S)</i>		1.2D.1	Develop a plan to support diversity informed by campus climate assessments.
		1.2D.2	Clarify as a community what it means to HSU to be an Hispanic Serving Institution and seek opportunities to realize this vision.
		1.2D.3	Develop a plan to address issues of safety on campus.
<i>SUB-OUTCOME</i>	1.2E	Student support services appropriately address the needs of HSU students.	
<i>OBJECTIVE(S)</i>		1.2E.1	Develop goals, benchmarks, and action items for areas critical to supporting student needs (for example, Counseling and Psychological Services, the Student Disability Resource Center, the Bias Education Initiative, the Student Health Center, the Recreation and Wellness Center, and other areas providing services to students).
		1.2E.2	Expand student services to address the unique needs of international students.
<i>SUB-OUTCOME</i>	1.2F	The financial health of students is supported and students minimize their debt at graduation.	
		1.2F.1	Reduce time-to-degree and number of units at graduation.

			1.2F.2	Expand opportunities for paid internships.
			1.2F.3	Support the development of student financial literacy through curricular and co-curricular programs.
<i>OUTCOME</i>	1.3	An Academic Strategic Plan has been developed, incorporating environmental and social responsibility, core competencies, and institutional learning outcomes throughout the curriculum.		
	<i>SUB-OUTCOME</i>	1.3A	Cross-disciplinary activities that engage staff and faculty in their role to support cultural competency, engaging pedagogy, writing and oral communication skills, and social and environmental responsibility are systematically encouraged and rewarded.	
	<i>OBJECTIVE(S)</i>		1.3A.1	Include interdisciplinary programs throughout the curriculum.
			1.3A.2	Expand interdisciplinary programs throughout the curriculum.
			1.3A.3	Incorporate environmental and social responsibility throughout the curriculum.
			1.3A.4	Provide resources and tools so that all faculty and administrators can become culturally competent and can incorporate that competency into curriculum.
			1.3A.5	Expand and deepen linkages among sustainability, diversity, and social justice in the curriculum.
			1.3A.6	Establish a dedicated professional development center for faculty and staff that provides year-round resources and training in areas such as experiential learning, intercultural competence, anti-racist education, engaging pedagogy, written and oral communication, social and environmental responsibility, and other areas of learning and teaching aligned with campus needs.

<i>SUB-OUTCOME</i>	1.3B	Institutional learning outcomes are aligned with those defined by regional and professional accrediting agencies.	
<i>OBJECTIVE(S)</i>		1.3B.1	Provide professional development to support the incorporation of Western Association of Schools and Colleges core competencies and the outcomes identified by other accrediting agencies into the curriculum.
		1.3B.2	Establish a long-term and coordinated assessment strategy for evaluating the extent to which the core competencies are being developed.
		1.3B.3	Integrate the development of core competencies (speaking, writing, critical thinking, information literacy, quantitative reasoning), problem solving, and teamwork skills into the curriculum.
<i>SUB-OUTCOME</i>	1.3C	General Education is a coherent program, contributing to a balanced baccalaureate degree that prepares students for a changing world.	
<i>OBJECTIVE(S)</i>		1.3C.1	Develop a scaffolded approach to GE that moves students into their major area of study, advancing core competencies along the way.
<i>SUB-OUTCOME</i>	1.3D	Graduate programs are viable and of high quality.	
<i>OBJECTIVE(S)</i>		1.3D.1	Identify the role of graduate programs as part of the overall educational mission and address support for graduate programs as part of the Academic Strategic Plan.
<i>OUTCOME</i>	1.4	Students are engaged in the classroom, the life of the institution, and in the communities beyond.	
<i>SUB-OUTCOME</i>	1.4A	Education and campus life are connected with career/life mentoring to help students apply what they learn and experience at HSU to what they will do after graduating.	

<i>OBJECTIVE(S)</i>	1.4A.1	Continue to evaluate and adjust the academic advising model.
	1.4A.2	Ensure that every academic program has at least one applied learning opportunity for majors.
	1.4A.3	Partner with Tribal Nations, regional communities, and others to strengthen internship, mentoring, service learning, and job opportunities that foster students' professional development.
<i>SUB-OUTCOME</i>	1.4B	Opportunities for undergraduate research have been expanded.
<i>OBJECTIVE(S)</i>	1.4B.1	Increase participation in undergraduate research opportunities, across all levels, programs, and General Education classes; detail and targets to be included in Academic Strategic Plan.
<i>SUB-OUTCOME</i>	1.4C	Semester or year-long semester study abroad program opportunities for students have been expanded.
<i>OBJECTIVE(S)</i>	1.4C.1	Incorporate study-abroad participation target numbers and other details into the Academic Strategic Plan.
<i>OUTCOME</i>	1.5	The enrollment of international and non-resident students supports a diversified, globalized, and culturally expanded campus.
<i>SUB-OUTCOME</i>	1.5A	Out-of-state students comprise a larger proportion of total enrollment.
<i>SUB-OUTCOME</i>	1.5B	Matriculated international students comprise a larger proportion of total enrollment.
<i>SUB-OUTCOME</i>	1.5C	Housing, dining, and other relevant services accommodate international and out-of-state students.

<i>OBJECTIVE(S)</i>	1.5C.1	Make facilities and services available to students during campus wide breaks.
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2. Foster meaningful relationships across differences, including diverse cultural communities, identities, and competencies.

<i>OUTCOME</i>	2.1	HSU's workforce is reflective of the populations we serve.	
	<i>SUB-OUTCOME</i>	2.1A	Strategies have been developed and implemented to recruit and retain faculty and staff of color.
	<i>OBJECTIVE(S)</i>	2.1A.1	Update, complete, and implement the Action Plan for Workplace Diversity.
		2.1A.2	Enhance recruitment and hiring processes to address and remedy potential bias.
		2.1A.3	Expand strategies for developing diverse applicant pools.
		2.1A.4	Develop additional training for search committees and departments on recruitment and campus climate.
	<i>SUB-OUTCOME</i>	2.1B	Disproportionate impacts on and expectations of our faculty, staff, and administrators from underrepresented groups have been eliminated.
		2.1B.1	Include professional competency in equity and diversity-related topics in Retention, Tenure, and Promotion (RTP) evaluation standards.

			2.1B.2	Expand faculty participation in the Assigned Time for Exception Service to Students Program.
			2.1B.3	Include diversity-related service and any necessary workload adjustments in annual staff performance evaluations.
			2.1B.4	Recognize knowledge of and experience in diversity-related topics as professional competencies that are expected of all HSU employees.
<i>OUTCOME</i>	2.2	Diverse perspectives, identities, and communities are acknowledged, respected, and taught throughout curriculum.		
	<i>SUB-OUTCOME</i>	2.2A	Bias on campus has been eliminated.	
			2.2A.1	Ensure that everyone on campus has knowledge, awareness, and capacity on diversity-related topics.
			2.2A.2	Provide a safe environment for everyone on campus to explore a broad range of viewpoints and ideas.
			2.2A.3	Infuse diverse perspectives throughout the curriculum and co-curriculum and ensure that instructional pedagogies reflect and respond to diverse experiences.
			2.2A.4	Include diversity-related practices and content as a key component of the new Academic Strategic Plan.
			2.2A.5	Provide equity and diversity resources and year-round training for professional development for faculty, staff, and administrators that draw on best practices.
3. Strengthen partnership with local communities.				
<i>OUTCOME</i>	3.1	Relationships with Tribal Nations and local communities are handled through authentic actions, committed planning, specific accountability, and true collaboration.		

	<i>SUB-OUTCOME</i>	3.1A	Collaboration is based on reciprocal engagement that identifies and addresses needs and identifies workable strategies to address needs.	
	<i>OBJECTIVE(S)</i>		3.1A.1	Develop a mission statement and membership for a President's Native American Advisory Council in collaboration with local tribal governments and HSU faculty, staff, and students.
			3.1A.2	Ask the President's Native American Advisory Council to identify goals and objectives, develop a work plan, and convene as needed to accomplish its objectives.
			3.1A.3	Identify tribal liaisons who will work with tribes on behalf of the President and University.
	<i>SUB-OUTCOME</i>	3.1B	Recruitment of Native American students from tribal communities is supported and effective.	
	<i>OBJECTIVE(S)</i>		3.1B.1	Evaluate current recruitment efforts, identify gaps, and develop a coordinated plan to address deficiencies.
			3.1B.2	Enhance support programs that enrich the academic, co-curricular, and professional lives of Native students on campus (e.g. NACAE, ITEPP, INRSEP, and several student organizations).
<i>OUTCOME</i>	3.2	HSU and the local community collaborate to enhance students' intellectual, emotional, ethical and spiritual development, and well-being.		
	<i>SUB-OUTCOME</i>	3.2A	Strong and healthy relationships between the University and local communities are cultivated, valued, and maintained.	

<i>OBJECTIVE(S)</i>	3.2A.1	Expand engagement and develop additional partnerships and collaborations with local individuals, businesses, government entities, and nonprofit organizations to serve the mutual interests of the regional population.	
	3.2A.2	Strengthen visibility and community relations through HSU athletics, cultural, and educational programs that appeal to public interests.	
<i>SUB-OUTCOME</i>	3.2B	HSU ensures that students from the geographic service area have access to higher education opportunities appropriate to their needs	
<i>OBJECTIVE(S)</i>	3.2B.1	Partner with College of the Redwoods and local high schools to ensure students receive college ready preparation.	
	3.2B.2	Establish college enrollment objectives for North Coast students and develop a means to track their progress whether at HSU or elsewhere.	
<i>OUTCOME</i>	3.3	HSU students, staff, and faculty experience an off-campus environment that is safe and welcoming.	
<i>SUB-OUTCOME</i>	3.3A	Culturally appropriate community engagement strategies have been implemented.	
<i>OBJECTIVE(S)</i>	3.3A.1	Collaborate with the leaders of Tribal Nations, Communities of Color, and other local communities to identify opportunities and create a work plan that addresses issues of discrimination in our communities.	
	3.3A.2	Provide more campus-community social and cultural activities and experiences by fostering new and existing partnerships with Tribal Nations, Communities of Color, and other local communities.	

			3.3A.3	Partner with local communities to develop a plan to transform the culture surrounding diversity and inclusion in order to create a safer, more welcoming off-campus environment.
	<i>SUB-OUTCOME</i>	3.3B	Local Communities of Color are our partners, sharing existing knowledge, expertise, insights, and local projects already underway.	
	<i>OBJECTIVE(S)</i>		3.3B.1	Ensure that Communities of Color are represented in initiatives related to the off-campus environment.
			3.3B.2	Support multicultural community programming off campus that increases awareness and fosters positive connections between students and community members.

4. Serve as effective stewards of the natural and built environment and the university’s resources with a focus on sustainability.

	<i>OUTCOME</i>	4.1	HSU's Budget model is unified, transparent, and evidence-based; reflects institutional priorities and program allocations reflect actual costs.	
	<i>SUB-OUTCOME</i>	4.1A	Budget-planning processes are linked to evidence and institutional priorities.	
			4.1A.1	Integrate the Office of Institutional Research and Planning into the budget and planning process including an integrated planning, budgeting, and assessment process.
			4.1A.2	Evaluate budget priorities with a focus on student success, the overall mission of the University, and this strategic plan.

		4.1A.3	Identify sustainable funding sources prior to approval of new programs, activities, or initiatives.
<i>SUB-OUTCOME</i>	4.1B	Evidence based decision making and continuous improvement are cornerstones of resource considerations.	
<i>OBJECTIVE(S)</i>		4.1B.1	Develop periodic assessment of programs in all units and divisions, both academic and administrative, based on criteria and benchmarks with midpoint and endpoint assessment.
		4.1B.2	Hold budget managers accountable for data-driven decisions.
		4.1B.3	Develop an annual process that integrates institutional data and assessment with resource requests.
<i>SUB-OUTCOME</i>	4.1C	An optimal mix of programs exists to provide students with the best educational experience.	
<i>OBJECTIVE(S)</i>		4.1C.1	Create an Academic Strategic Plan that optimizes program mix and size.
<i>SUB-OUTCOME</i>	4.1D	Salary equity, including inversion, compression, and market adjustment, for faculty and staff has been addressed.	
<i>OBJECTIVE(S)</i>		4.1D.1	Develop and implement strategies to improve the retention of faculty and staff of color.

<i>OUTCOME</i>	4.2	Operational costs have been reduced and funds reallocated to areas as defined by the strategic plan using fact based decisions to support our strategic priorities.		
	<i>SUB-OUTCOME</i>	4.2A	Campus has engaged in a campus-wide meaningful review of base funded allocations and reallocated base funding in alignment with strategic priorities.	
	<i>OBJECTIVE(S)</i>		4.2A.1	Create incentives for efficiencies.
			4.2A.2	Implement “suggestion box” approach to finding and utilizing new ideas for efficiencies.
			4.2A.3	Identify and eliminate campus services that are provided by the community where appropriate and connect students with these resources.
			4.2A.4	Develop a framework for evaluating existing base budgets.
	<i>SUB-OUTCOME</i>	4.2B	Resources are utilized and allocated with a “whole campus” perspective including auxiliaries rather than from individual units' perspectives'.	
			4.2B.1	Ensure the effective, efficient, and equitable use of space as a university wide resource.
			4.2B.2	Develop a coordinated effort to purchase and support computational and IT resources, including a central computer refresh strategy.

			4.2B.3	Develop a revised Facilities Master Plan for the University.
			4.2B.4	Develop a process that includes the University Senate in reviewing and recommending University-wide policies.
			4.2B.5	Utilize the annual budget book to communicate the overall picture of the budget with the University community.
			4.2B.6	Develop a campus-wide consultation before purchasing new enterprise software.
			4.2B.7	Expanded access to education through distance learning.
<i>OUTCOME</i>	4.3	Resources are adequate to support the University's mission.		
	<i>SUB-OUTCOME</i>	4.3A	Revenues from self-support programs are continually maximized.	
			4.3A.1	Develop a process to routinely evaluate self-support programs to determine if there are opportunities for increased revenue review return on investment, and develop metrics for viability and success of self-support programs.
	<i>SUB-OUTCOME</i>	4.3B	The campus values externally funded research, scholarship, and creative activities to augment the academic and support programs and fosters supportive collaborations for grant writing, management, and research.	

		4.3B.1	Develop a research computing strategy to support faculty, staff, and students who have computational needs in carrying out their research.
		4.3B.2	Develop a research portal that makes research data available to other qualified researchers as required by funding agencies.
		4.3B.3	Expand and grow external funding for scholarly work that supports the student academic experience through increasing the number and value of grant and contract proposal submissions.
<i>SUB-OUTCOME</i>	4.3C	The campus welcomes donors as partners in the mission of the University and demonstrates the impact of philanthropic contributions.	
<i>OBJECTIVE(S)</i>		4.3C.1	Plan for a successful University-wide comprehensive advancement campaign.
		4.3C.2	Increase awareness of the “Forever Humboldt” initiative.
		4.3C.3	Build on existing support from alumni, particularly by partnering with academic departments on a regular basis for outreach.
		4.3C.4	Develop the engagement model to increase donor involvement.
<i>SUB-OUTCOME</i>	4.3D	A continuous process has been established to identify and pursue potential sources of revenue.	
<i>OBJECTIVE(S)</i>		4.3D.1	Develop research collaborations, increase the number of patent applications, and expand technical and professional services.
		4.3D.2	Collaborate with the business community in the establishment of a business/research incubator.

4.4	Strategic campus resources (campus strategic budgeting assets) are maintained and sustained.		
<i>OBJECTIVE(S)</i>		4.4.1	Identify and define strategic assets of the university as described in strategic budgeting.
<i>SUB-OUTCOME</i>	4.4A	University facilities are utilized year-round emphasizing revenue-enhancing events and activities and the development of partnerships with community stakeholders.	
<i>OBJECTIVE(S)</i>		4.4A.1	Expand the utilization of campus facilities through conferences and other uses to provide an additional revenue stream that supports the academic mission. The plan should include pricing, costs, potential revenues, coordinated logistics, and a solid financial structure.
<i>SUB-OUTCOME</i>	4.4B	HSU's brand creates diversified revenue streams.	
<i>OBJECTIVE(S)</i>		4.4B.1	Leverage the HSU brand and geographic location to expand awareness and activities, such as developing educational ecotourism/adventure sports joint ventures.
		4.4B.2	Leverage the brand for licensing, marketing opportunities, and increased visibility for the University.
		4.4B.3	Expand athletics marketing to increase support for that area.

		4.4B.4	Trademark HSU logos and branding.
<i>SUB-OUTCOME</i>	4.4C	HSU's focus on environmental sustainability is fully incorporated into the operations of the University.	
<i>OBJECTIVE(S)</i>		4.4C.1	Produce a campus sustainability plan.
		4.4C.2	Create a climate action plan.
		4.4C.3	Explore becoming a signatory in the American College and University Presidents' Climate Commitment.
		4.4C.4	Coordinate with local communities to integrate HSU's sustainability efforts with larger regional environmental efforts.
		4.4C.5	Establish a formalized and recognized locus for sustainability activity on campus.
		4.4C.6	Incorporate and integrate sustainability into the curriculum and programs.
<i>SUB-OUTCOME</i>	4.4D	The overall density of tenure track faculty in each college has been increased.	
<i>OBJECTIVE(S)</i>		4.4D.1	Expand the proportion of tenure-track faculty to reach at least 65% FTEF tenured and tenure-track faculty in each college.