

Humboldt State University
Strategic Plan Steering Committee Minutes
Tuesday, January 20, 2015, 3:00-4:00 pm, Nelson Hall East 106

Co-chair Noah Zerbe called the meeting to order at 3:02 pm.

Members Present:

Alderson, Bruce, Dinzes, Mola, Moyer, Rossbacher, Shaeffer, Zerbe, Zorn

Members Absent:

Eschker, Panting, Whaples

Guests: Mary Gelinias, Craig Wruck, Joyce Lopes

Zerbe introduced guest Mary Gelinias, Ph.D., from the consulting firm of Gelinias & James, Inc. Dr. Gelinias will facilitate the February 13th strategic planning workshops.

Strategic Planning Workshops:

Zerbe discussed the framework for the February 13th workshops which will include three sections:

Friday, February 13, 2015, the Great Hall

8:30-11:00 Ensuring Resources to Fulfill the University's Mission

11:30-2:00 Supporting an Inclusive and Diverse Community

2:30-5:00 Increasing Student Success and Academic Excellence

Each task force will have a set of questions for feedback. There will be a number of small round tables with seating for five in the Word Café-style. Table hosts will record the discussion to draw out key themes and facilitate the questions for the group. Two graphic recorders will be capturing key themes from each of the tables. Ideally, steering committee and task force members will be there for as much time as possible to serve as table hosts. Task force members may just be able to attend the session related to their task force. There will be two, one-hour training sessions for table hosts. The goal is to engage the campus community. The three task forces will give a status report, but there will not a series of speeches. The workshops are designed to help the task forces move forward. By sitting in small groups people will have the opportunity to feel heard during the process. When their ideas are recorded and their input is meaningfully considered, they are much more inclined to support the outcome. Steering Committee and task force members who will be taking notes are critical to this process. There will be good ideas discussed that won't rise to the most important goals for the next five years, but we don't want to lose track of them. They won't be the highest priorities, but they are important.

Bruce recommended holding a follow-up meeting to discuss the results of the workshops. Mola requested results of Dr. Gelinias' meeting with the task forces. She will send the information to Zerbe and Rossbacher who will send it to the steering committee and task forces.

Rossbacher discussed how the workshops will be promoted so participants will know their purpose and have a general idea as to what to expect. It was suggested that beforehand participants review the Campus Diversity Plan (<http://www2.humboldt.edu/diversity/campus-diversity-plan>), the University

Mission, Vision and Values (<http://www2.humboldt.edu/president/vision>) as a whole. They can begin thinking about some of the questions and recommendations of the task forces.

Timeline:

Zerbe reminded the task force co-chairs that initial proposals are due to the steering committee by the beginning of March, at which point the steering committee's work will become most intense. A cohesive report will be compiled that will be circulated back to the task forces and the campus community, and then to University Senate for approval.

Discussion:

Mola brought up the question of program mix and size. This group is one that has to come to terms with that question and what it will look like. It will condition everything else in the Strategic Plan.

Rossbacher stated that one of the critical questions is how we can help address some of the needs of the community, businesses, and expand the economy in the region. For example, one of the greatest needs in this area is health care workers, though HSU no longer has a nursing program. Humboldt State is a large supplier of educators in this area. We have a major fine and performing arts connection with the community. How do we make sure that students graduating in the arts are prepared to make a living in that area? We have many entrepreneurs in the area who are HSU grads. What ways we can we contribute to the area and how we can we support it? We don't want to start with how much money we have and what we can do with that amount of money. This will provide a process for coming up with answers.

Mola stated that we must determine our capacity; for instance, the chemistry department can't grow and biology and wildlife are too big. Where we wish to grow depends on how we can expand, remodel or demolish buildings on campus. Here's where we want to be and here is what we have – one limits the other and shapes the conversations. Rossbacher replied that every institution can measure capacity in dozens of ways – in housing, field opportunities, classrooms and supplies, number of faculty, etc. We need to figure out what those numbers are. Ultimately, we're limited by housing, science labs, classrooms, etc. Bruce warned that we do need to keep our limits in mind, but not define it during this process. We need to be empowered with authority to do this. We depend on people who have expertise to define our capacity. He asked if the strategic plan can make these kinds of definitions. This is one of the intended goals of program prioritization.

Dinzes asked how the facilities master plan may drive our goals to grow. Mola doesn't feel the strategic plan needs to be detailed. Rossbacher indicated that the real question behind this is why we want to get bigger. Alderson said the Chancellor has a lot to say about our growth. Rossbacher reported that system wide there is discussion among the Board of Trustees to hold consistent, a political statement regarding the cost to fund a student. There was talk of a zero enrollment increase, but they decided on 1%. The original plan was to hold steady. Our target is up 36 students. Shrinking has budgetary considerations. We don't want to be a campus that can't grow. Mola stated that if we say we don't want to grow we are creating impaction, which is a good way to admit better students, but limits access to all students, and therefore less funding. Bruce said that essentially we do need to grow, but we can direct that growth and meet the needs of the local economy. How do we want to grow? Impaction is already happening in some of the sciences. Dinzes was curious as to what our budget requires now. Can we make the case to the Chancellor that we have room to grow?

Other Items:

What else do we need to be doing to communicate with the university community? Bruce stated that people need to know how the strategic plan impacts other things and that they are aware of the ties between the plan and decisions made. The question and answer session conversations were less focused and less helpful for what we're looking for. That's why we're using Dr. Gelinas to bring structured focus and direction. Major topics will be discussed to connect with the issues participants care about. Mola suggested that direct email be sent multiple times up until the time of the forum, including a list of questions and discussion topics we're considering.

Alderson said that it's a question of what the university looks like and that people need to understand what a strategic plan is and why it's important. The advertising must explain it. Most people don't pay attention to what's going on. There must be multiple hits that touch people in an emotional way.

Dinzes remarked that when we're talking about the campus community, we're talking about students, faculty and staff. He asked to what extent does it make sense to reach out to the local community near campus. There may be some value to incorporate our neighboring blocks. In the future there could be more of a relationship and more trust when changes are made. Rossbacher indicated that we are working on our relationships with the business community. We must keep them informed and engage them. The retired faculty have expressed an interest and they are invited to the February 13th workshops. They remain engaged. Moyer recommended fliers for each department and sandwich board ads.

Future Steering Committee Meetings:

February 3, 17

March 3, 24

April 14, 28

We may need to find alternative meeting time to complete the work of the strategic plan. Rossbacher indicated that there might be two possible final report options. We may end up with three reports linked together by chapters or sections, or one report with the themes that run through all three groups.

Approval of Minutes of December 2, 2014:

Minutes of the December 2, 2014 meeting were distributed and approved for posting on the Strategic Plan website.

Surveys:

Survey questions are being collected from the task forces. The deadline is Friday, December 12, 2014.

Next Meeting:

The next meeting of the Strategic Plan Steering Committee will be on February 3, 2015, at 3:00-4:00 pm in Nelson Hall East 106. Task force co-chairs will be invited.

Meeting adjourned at 4:12 pm