

**Humboldt State University  
Academic Senate**

**Resolution on Response to the October 7 & 14, 2008 Keeling Associates Reports**

**#07-08/09-Virnoche – November 4, 2008**

**Resolved:** The Academic Senate of Humboldt State University affirms and commends the faculty, staff and administration for their work, cooperation and progress made in planning and implementing strategies to meet the accreditation requirements of the Western Association of Schools and College (WASC); and be it further

**Resolved:** The Senate rejects the panic that the Keeling Associates reports incite because such characterization compromises the thoughtful planning processes already underway to address campus issues; and be it further

**Resolved:** The Senate affirms that urgent work needs to continue to be done in addressing systemic issues identified in both the WASC and Keeling reports

**Resolved:** The Senate affirms its confidence and trust in Interim Provost Robert Snyder; and be it further

**Resolved:** The Senate supports the Keeling recommendation that (Interim) Provost Snyder be designated the Chief Operating Officer for Humboldt State University ; and be it further

**Resolved:** The Senate supports a 2-3-year appointment of Robert Snyder to Provost and Chief Operating Officer; and be it further

**Resolved:** The Senate rejects the immediate "permanent" appointment of Robert Snyder to Provost and Chief Operating Officer based upon the Senate's commitment to shared processes for selecting long-term leadership and diversity considerations in those processes; and be it further

**Resolved:** If the Provost finds helpful in meeting WASC deliverables a structure such as a "Cabinet for Institutional Change" recommended in the Keeling Reports, the Senate supports its creation if it draws on qualified campus leadership, particularly in the area of diversity and change; and be it further

**Resolved:** The Senate requests a memo from the Provost to the university and the community documenting each WASC deliverable and the current structures and processes that are already in motion to meet each one; and be it further

**Resolved:** The Senate requests that President Richmond ask Keeling Associates to provide specific models (structures and processes) that would be appropriate for the HSU campus in addressing unmet WASC deliverables; and be it further

**Resolved:** The Senate remains hopeful that new structures, processes and leadership will restore unity, trust and energy, as long as shared governance and communication principles guide decisions.

**Rationale:** The Keeling Associates consulting group was contracted to assist the university in meeting WASC requirements. The President has requested faculty response on the reports Keeling Associates prepared after their campus visit. The reports identify central organizational, cultural and leadership issues on the HSU campus. The documents were less successful in clearly matching WASC deliverables to changes in process. While the WASC requirements are serious business, the subtext of the narrative suggests that HSU has not yet taken seriously the requirements and backstages the work in process. Further, it calls for a dangerous state of emergency that is exasperating to faculty who have been working diligently on changes. In its call for the immediate unilateral appointment of the Provost, it gives credibility to personnel decisions that do not honor shared decision making and diversity goals imbedded in personnel processes and linked to WASC deliverables. Further, the document fell short of offering specific suggestions for structures and processes still needed to address unmet WASC deliverables. Instead, the report suggests we create a "Cabinet for Institutional Change" and develop those changes ourselves. Keeling Associates as a consulting group is well versed in education organization structures and should be able to provide more direction in helping us identify existing models that would match our institutional needs.

PASSED – November 18, 2008 – Academic Senate

Acknowledgement of receipt – December 11, 2008 – President Richmond

## Merry Phillips

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**From:** Merry Phillips [Merry.Phillips@humboldt.edu]  
**Sent:** Thursday, December 11, 2008 1:26 PM  
**To:** HSU Academic Senate  
**Subject:** FW: Responses to Senate communications

Forwarded to: HSU Academic Senate Members  
From: Senate Chair, Saeed Mortazavi  
Subject: President Richmond's responses to recent Senate actions

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**From:** Rollin Richmond [mailto:Rollin.Richmond@humboldt.edu]  
**Sent:** Thursday, December 11, 2008 10:01 AM  
**To:** Saeed Mortazavi  
**Cc:** Merry Schellinger; Patty Lindley; Mary Greta; Robert Snyder; Jena Burges  
**Subject:** Responses to Senate communications

Dear Saeed:

Thank you for your communications regarding Senate actions of November 19th and 20th. I am pleased to learn that the Senate approves the process established by the CFA and the CSU for Post Promotion Salary Increases.

I am delighted to approve the resolution on Approaches to Improve Undergraduate Student Writing (#04-08/-9-EP). Ensuring that students have many opportunities to hone their writing skills is an important addition to our curriculum.

Thank you for the resolution on the response to the Keeling Report.

Please express my best wishes for a happy and restful set of holidays to your colleagues and my thanks for a successful Fall semester.

Rollin

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Rollin C. Richmond, President  
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