

Tuesday, September 28, 2021, 3:00pm, Virtual Meeting ID: 828 2073 0017

Chair Monty Mola called the meeting to order at 3:00pm on Tuesday, September 28, 2021, via Zoom; a quorum was present.

**Members Present**

Aghasaleh, Bell, Bradbury, Burkhalter, Cannon, Capps, Cuéllar, Doyle, Finley, Gonzalez, Graham, McGuire, Marcum, Meriwether, Miller, Miyamoto, Mola, Moyer, Ndura, O’Neill, Pachmayer, Schnurer, Teale, Tillinghast, A. Thobaben, M. Thobaben, White, Wilson, Woglom, Wrenn, Wynn

**Members Absent**

Anderson, Jackson, Meriwether, Roohparvar

**Guests**

Bella Gray, Bethany Rizzardj, Carmen Bustos-Works, Cyril Oberlander, Eboni Turnbow, Erin Kelly, Heather Madar, Jenessa Lund, Jenni Robinson, Kayla Begay, Lauren Lynch, Lisa Bond-Maupin, Maral Attallah, Mark Wicklund, Mary Scoggin, Maxine Mota, Nicole Jean Hill, Shannon Collart, Shawna Young, Sheila Rocker Heppe, Simone Aloisio, Stephanie Lane, Vicky Sama

**Announcement of Proxies**

Pachmayer for Anderson, St. Onge for Meriwether, Blakeslee for Roohparvar

**Approval of and Adoption of Agenda**

M/S (Woglom/White) to approve the agenda

Motion to approve the agenda passed unanimously

**Approval of Minutes from the September 14, 2021**

M/S (Schnurer/McGuire) to approve the September 14, 2021 Meeting Minutes

Motion to approve the minutes as amended passed unanimously

**Reports, Announcements, and Communications of the Chair**

- Written report attached

**Reports of Standing Committees, Statewide Senators, and Ex-officio Members**

M/S (M. Thobaben/Wynn) to accept reports as read

Motion passed unanimously

**Academic Policies:**

- Written report attached

**Appointments and Elections:**

- Written report attached

**Integrated Curriculum:**

- Written report attached

**University Resources and Planning:**

- Written report attached

**President and President's Administrative Team:**

- Written report attached

**Consent Calendar from the Integrated Curriculum Committee**

The attached consent calendar was approved unanimously

**General Consent Calendar**

Sunsetting the Sports Facility Scheduling Advisory (SFSA) Group

The general consent calendar item above was approved unanimously

**TIME CERTAIN: 3:15-3:30 PM – Open Forum for the Campus Community**

It was noted that no one signed up to speak during the Open Forum

**TIME CERTAIN: 3:30-3:40 PM – Latinx Heritage Month: Sept 15 - Oct 15, 2021**

El Centro Coordinator Fernando Paz gave an overview of the events planned for Latinx Heritage Month.

**TIME CERTAIN: 3:40 PM – Faculty Cluster Hire Initiative with Dr. Elavie Ndura**

Dr. Ndura gave the attached presentation. Discussion ensued and is summarized below.

Chair Mola encouraged faculty to join the working group.

Senator Schnurer commented that he appreciated the inclusion of student success and the gap in terms of identity of faculty at HSU, he noted that those things are connected in his mind. He asked whether there is any evidence that cluster hiring remedies the disparity. He also noted that centralizing the hiring authority seems to cut out some of the most informed folks who do this work at a pragmatic level to anchor and recruit justice work, such as Native American Studies, Ethnic Studies, CRGS...etc.

Dr. Ndura answered that cluster hiring does work, and explained they have reviewed a number of other institutions reports that have substantially increased the diversity of their faculty in recruitment, hiring, and retention Increased the diversity of the Faculty both in recruitment hiring and retention because of the strategic mechanisms that they had in place to support

them, building a Community you know within the cluster higher so that they can also support each other so that's why one question we plan to answer before we even draft a tentative job description is what incentives, we offer, how would we really entice people. Because when you look around the country almost every university that knows what's good for the students is looking out for is trying to hire you and to get the attention of the same people that we will be seeking. So what kind of incentives, we offer that will elevate our chances of attracting the faculty that we need, so we are still thinking in because remember we don't have a complete working group, yet that will be one of the first questions, we will discuss.

Dr. Ndura further explained that best practices of cluster hiring is creating a cross departmental search committees that have shared objectives in terms of who they are looking for in the outcomes that they are seeking to offer and have everyone represented.

Provost Capps offered an acknowledgement of some for communication on her part, and noted that the intent was to bring in and leverage the expertise of potentially interdisciplinary groups to support best practices. She also noted that a few other CSUs are embarking on cluster hire approaches, and that there was an intent to gather feedback from faculty before bringing the working group together to talk about what the hiring process would look like, or figure out if the approach makes sense.

Senator Moyer stated it seems to her that while the cluster hire is meant to serve the very laudable goal of increasing diversity, she is having a hard time wrapping her head around the logistics of finding a theme or commonality for all of these different positions and how they fit together, in other words, she wonders how they will identify that what that cluster is, and how do they propose to make sure that the faculty is spearheading it in time for October 15.

Dr. Ndura acknowledged that October 15 is coming up soon, but noted that the issue they are having may be illustrated by the old "chicken or the egg" adage. She noted that having an idea of what positions are needed will help the working group to identify some common themes. She noted they will not be able to move to step five until they have an idea of what positions are needed.

Senator Moyer suggested they communicate that this call is actually to do an inventory of needs so that then people might explore the idea that these needs could combine at least some of them into a cluster.

Senator Graham noted that in his experience HSU doesn't have enough diversity candidates in the interview pools, and suggested HSU could advertise to colleges that primarily serve BIPOC. He also explained that in the past his department had a great professor from Africa have to leave to take care of business at home but the CSU wouldn't support his teaching remotely.

Senator Cannon cautioned this shouldn't be the same old situation of building the plane as its being flown in terms of time limits and structuring the working groups and figuring out how to

do this successfully. He also suggested the administration recognize that HSU doesn't have great tenure density, that people are suffering under excessive workloads all over campus, and that it would help to offer assigned time for serving on the working group because there're too many really smart folks who just don't have the time to help.

Provost Capps pointed out that HSU actually has one of the highest tenure densities in the CSU system, something like 65% density, which is very high compared to other CSUs. She also noted that a timeline needs to be in place so that some of the vacancies can be filled.

Senator Cuéllar asked about what kind of support HSU and the community is going to have in place once the new faculty are hired to make sure of retention, noting that as a student, something even more difficult than not seeing faculty who look like you on campus, is seeing faculty who look like you suffer and not thrive on campus.

Dr. Ndura assured folks that she is familiar with navigating higher education and facing those challenges through her direct experience, and also that she has met and will continue to meet with BIPOC faculty to identify needs. She also mentioned she has been researching national organizations focused on faculty development and diversity, which would provide coaching individualized coaching and mentoring to every faculty.

Senator Thobaben responded to Provost Capps noting that one of the reasons HSU has a higher tenure density rate is also due to the decreasing enrollment, which has eliminated a number of classes. She asked whether this situation has to be all or nothing, and asked to share the examples from other campuses that were mentioned.

Senator Bell asked whether a study has been done on why the faculty of color that are hired at HSU so often come and go, she cited examples of former faculty colleagues who have since left.

Dr. Ndura clarified that she doesn't know whether such a study has been conducted at HSU, but she noted that in her research, faculty of color leave higher institutions for a variety of reasons, including not feeling supported or acknowledged for their expertise and being undervalued on campus, and racism/homophobia/etc in the community.

**Resolution on Emeritus Faculty and Staff (01-21/22-FAC – September 28, 2021 – First Reading)**

The Resolution will return for a Second Reading

**Information Item: HSU Graduate Learning Outcomes**

Item remained unmoved at adjournment

**TIME CERTAIN: 4:20 PM - Fall Commencement Ceremony**

M/S (Woglom/M. Thobaben) to move the time certain item from 4:20pm to 4:35pm to continue the cluster hire conversation.

Motion approved unanimously

Stephanie Lane explained there will be a Fall graduation ceremony on Friday December 17, 2021 at 3pm in Lumberjack arena, which will be similar to the Friday ceremony from the Spring 2021 graduation. She explained they are unaware of the number of students who are planning to attend, but noted there are 578 students with a Fall 2021 graduation date, some of whom may have already walked last Spring.

She explained that prior to the date there will be a registration period which will then enable them to calculate the number of students versus seats in the arena. She also noted that whatever COVID precautions are in place at that date will be followed.

Senator Teale asked whether the number of tickets will dictate the space between folks as to three feet or something else.

Stephanie Lane pointed out the COVID restrictions will dictate the number of tickets available and the space between the guests.

Senator Cannon asked whether the faculty will be required to attend, particularly in light of the COVID vulnerabilities they and their families face. Provost Capps assured him that while it will be highly encouraged, faculty will not be required to attend in person if they are not comfortable doing so. Stephanie Lane also pointed out that the event will be live streamed, just like the Spring 2021 graduation ceremonies. She also noted that a form for regalia for faculty to rent if needed will be forthcoming.

Chair Mola asked whether, once the pandemic is over, will this be voluntary for faculty, or will this be like the spring in that faculty are reminded heartedly by the Deans that it is a faculty work day, and that there is an expectation that the tenure line faculty show up.

Senator Moyer pointed out the fact that it is extremely difficult to get out of Humboldt County via plane or road at the best of times during the holidays, and this situation will be made even more logistically difficult, now that HSU is going to be bringing in hundreds of families into the county at a time when all the plane tickets are already sold because people are usually trying to travel out to visit families.

Senator Finley expressed support for the ceremony and opined that in his experience as an R.A., the flow of people in and out of Humboldt around December is usually similar to what is anticipated to happen with this Fall ceremony anyway, with parents coming up to help their students move out of the dorms or move in, as the case may be.

Chair Mola reminded the Senate that Senate meetings never really end, they just recess, so items unmoved during a Senate meeting will be brought to the top of the old business list on

the upcoming agenda. He stated that next time he will ask the Administrators to introduce themselves, since they were not included in the introduction round this meeting. Chair Mola encouraged the Senate to read the information items about the Graduation SLOs and the Resolution on Minors and Certificates Policy, both of which are anticipated to be brought as first readings to the upcoming Senate meeting.

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M/S (Teale/McGuire) motion to adjourn

### **Meeting adjourned at 5:00 pm**

Meeting Chat Record:

00:14:53: Mary Watson: Prompt: Your name, what you want to be called, your position on campus, and one thing about yourself of which you are proud

00:16:12: Mary Watson: And your pronouns :)

00:20:30: Mary Watson: Prompt: Introduce yourself, what you like to be called, your pronouns, your position on campus, and one thing you're proud of.

00:43:56: Senator Monty Mola - Physics & Astronomy (he/him): <https://lcae.humboldt.edu/>

01:46:47 Mary Watson: From AVP for Faculty Affairs Simone Aloisio: Here is an example from Channel Islands... <https://www.csuci.edu/academics/facultyaffairs/diversity/cluster-hires.htm>

01:47:45 Senator Monty Mola - Physics & Astronomy (he/him): <https://thelumberjack.org/2018/05/02/physics-professor-resigns/>

01:49:04: Mary Watson: Another message from AVP Aloisio: Here is another model from CSUN: <https://www.csun.edu/faculty-affairs/cluster-hire-initiative>

02:00:06: Mary Watson: grad@humboldt.edu

## University Senate Chair Report September 28, 2021

Last Friday, members of the Senate Executive Committee met with CSU Faculty Trustee Romey Sabilius during his visit to our campus. One question that he asked of us was (paraphrasing): How are things going with a brand new administration, top to bottom? It is an interesting question to ask, as Trustee Sabilius was sitting across from the Provost as he asked it, and admitted that it is a difficult question to answer while sitting with members of the President's cabinet. It is also an interesting question in light of our unprecedented state support to become the next Cal Poly.

Clearly, our administration has been brilliant in articulating a vision of a Polytechnic future to CSU and state leaders. They have also been brilliant in how to engage the campus community to be a part of the polytech self-study. Students, staff, and faculty were included from the beginning. Faculty and staff were tasked to co-lead or sit on every one of the working groups alongside administrative leadership. As you go through the lists, you see long serving department chairs, former chairs of the senate, union leaders, etc. This really was a brilliant move: to call in the folks on campus who have the institutional memory, who know what has succeeded and what hasn't at HSU, and to empower them to help shape the future of HSU. This is a beautiful example of shared governance, and we can point to it as an example of how the campus community can pull together in the same direction toward a shared vision.

Which brings us to this last week. Several initiatives were announced since the last Senate meeting that surprised faculty members. These initiatives, cluster hires and lecturer budgets, are ultimately good for the campus AND come from the very best of intentions. Likewise, I was reminded by President Jackson this week, that HSU is being watched very closely by the entire state and we really do need to "make this layup". I couldn't agree more. To use the basketball analogy, we need to make this *open court layup!*

To this end, I am hopeful that we will continue to use the self-study model of shared governance for impactful decisions, including those around the cluster hire initiative and lecturer budget reductions. We need our administrators to include faculty, staff and student *leaders* from the start of unprecedented initiatives like these. Learning from the perspectives of long serving HSU stakeholders early on may avoid the panic and confusion that comes from any announced plan that may not yet be ready to go public.

Likewise, faculty, staff, and students must engage with University level decision making. Ask your colleagues to join a University level committee. Mentor a colleague to become the next generation of campus leaders. Let me know if you want to chair one of the Senate's standing committees next year. There are many ways to lead and just as many openings that need your expertise.

So, this brings me back to my answer to Trustee Sabilius's question. I told him that I believe that our President and his cabinet have a vision that we all believe in and that this has been enlivening for the

campus. The difficulty that I see so far is how to best communicate from the highest levels of leadership to the folks that are on the ground serving students. My hope is that by pulling those of us who have long been in the classrooms, department offices, and student-facing services into every decision-making process, our collective knowledge will help to get us pulling in the same direction on these and future initiatives.

Thanks,  
Monty



# HUMBOLDT STATE UNIVERSITY

University Senate Written Reports, September 28, 2021

Standing Committees, Statewide Senators and Ex-officio Members

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## Academic Policies Committee:

Submitted by Maxwell Schnurer, APC Chair

Chair: Maxwell Schnurer ([mds65@humboldt.edu](mailto:mds65@humboldt.edu))

Membership: Clint Rebik, Kathy Thornhill, Matthew Derrick, Kayla Begay, Malluli Cuellar, Morgan Barker & Humnath Panta

APC met on September 27 and 23rd, 2021.

Primary focus was on the draft policy for Minors, Certificates and Concentrations

- Read the draft policy here:  
[https://docs.google.com/document/d/1wVfcBPmuhdGrAaZm8\\_MQPmk8w-hAsntZs0A3VeGCrkA/edit](https://docs.google.com/document/d/1wVfcBPmuhdGrAaZm8_MQPmk8w-hAsntZs0A3VeGCrkA/edit)
- Submit comments by email to the APC chair before Sept 29 for inclusion in the Senate first read.
- Prose and work cited in progress. Also discussed interdisciplinary minors, external certificates, walked through the path to submit a new minor and student-centered certificate framing.

Review of resolution tracker and upcoming resolutions in progress

- Syllabus policy
- Course numbering policy

Charge of the committee: **Duties:** “Develops and maintains the academic policies of Humboldt State University. Receives requests and agenda items from the Integrated Curriculum Committee (ICC), the University Senate, APC members and other university community members; works with the ICC to prioritize items; vets changes and proposals through the ICC with recommendations forwarded to the Senate” ([Senate Bylaws](#), Section 11.2).

Next meeting Monday September 27, 2021

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## Appointments and Elections Committee:

Submitted by Jayne McGuire, AEC Chair

**Faculty Elected Positions:**

**UNIVERSITY SENATE**

Lecturer Faculty Delegate (Colleges, Library, Counseling, Coaches), 3 year term

**Arianna Thobaben**

Tenure Line At-Large Faculty Delegate, 1 year term

**Marissa O'Neill**

Faculty Representative, Appointments and Elections Committee

**Joshua Frye**

**SPONSORED PROGRAMS FOUNDATION BOARD**

*Candidates are elected by faculty and recommended to the President for final appointment.*

- Two Faculty Members, 3 year terms

**Kerry Byrne**

**James Woglom**

- Faculty Member, 4 year term

**Kevin Fingerman**

**UNIVERSITY FACULTY PERSONNEL COMMITTEE (UFPC)**

- Faculty Member (At-Large), 1 year term

**Rosemary Sherriff**

**RETENTION/REAPPOINTED FOR THE COLLEGE OF ARTS, HUMANITIES, AND SOCIAL SCIENCES**

- Two Faculty Members (CAHSS), 2 year terms

**James Woglom**

**Nicholas Perdue**

**RETENTION/REAPPOINTED FOR THE COLLEGE OF NATURAL RESOURCES AND SCIENCES**

- Two Faculty Members (CNRS), 2 year terms

**Dale Oliver**

**Christopher Harmon**

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## Appointment and Elections Committee Appointed Positions:

### ACADEMIC POLICIES COMMITTEE

- Faculty Member, 2 year term

**Kim White**

### APPOINTMENTS AND ELECTIONS COMMITTEE (AEC)

- Faculty Member (CAHSS), 2 year term

**Joshua Frye**

### ALCOHOL, TOBACCO AND OTHER DRUG PREVENTION COMMITTEE

- Faculty Member, 2 year term

**Andrew Stubblefield**

### FACULTY AFFAIRS COMMITTEE

- Two Faculty Member, 3 year terms

**Tim Miller**

**Debbie Gonzalez**

### FACULTY AWARDS COMMITTEE

- Faculty Member, 1 year term

**Marshelle Thobaben**

- Faculty Member, 1 year term

**Daniela Mineva**

### HSU ADVISORY COMMITTEE ON SUSTAINABILITY

- Faculty Member, 2 year term

**Li Qu**

### INTERNATIONAL ADVISORY COMMITTEE

- Faculty Member (CAHSS), 3 year term

**Janelle Adsit**

### PARKING AND TRANSPORTATION COMMITTEE

- Faculty Member, 1 year term

**Jeffrey Schineller**

## UNIVERSITY RESOURCES AND PLANNING COMMITTEE

- Faculty Member, 2 year term

**Nicole Jean Hill**

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## **Integrated Curriculum Committee:**

Submitted by Jill Anderson, ICC Chair

Regular meeting times are Tuesdays from 9-11am with the Full ICC and ICC Subcommittee meeting on alternate weeks.

ICC Members:

Ramesh Adhikari, Jill Anderson (ICC/APC Chair), Kayla Begay, Vincent Biondo, Carmen Bustos-Works, Eden Donahue, Bella Gray (Curriculum Coordinator), Lucy Kerhoulas (CDC Chair), Heather Madar, Cindy Moyer, Marissa Ramsier, Clint Rebik, Cutcha Risling-Baldy, Marisol Ruiz-Gonzalez, Maxwell Schnurer (APC Chair), Justus Ortega, Jenni Robinson, Sheila Rocker-Heppe, Lisa Termain (GEAR Chair), Mary Watson (administrative coordinator), Mark Wicklund, Rick Zechman

Current Vacancies: CNRS Chair representative, CNRS faculty representative to GEAR Subcommittee/ICC, Graduate Council representative, Student representatives (2), University Librarian

### Subcommittee Reports

- Academic Policies Committee (APC) The APC has been continuing work on the policy on minors and certificates and are sharing that out for feedback in the coming weeks. The policy on course numbering is next on the working list.
- Academic Program and Planning Subcommittee (APPC) The APPC reviewed the spring modality memo making edits for clarification. In addition, the development of guidelines for interdisciplinary collaborations for curriculum proposals including development of MOUs and policy on process for grant funding applications related to development of curriculum were identified as working items for this AY.
- Course and Degree Change Subcommittee (CDC) The CDC continues to review proposals in the cue and brought forth questions on components of new course/course change proposals to the full ICC for consideration.
- General Education and All University Requirements (GEAR) and Assessment Subcommittee The GEAR committee has solidified the GEAR curricular proposal forms and worked with Bella Gray to get them populated into Curriculog. In addition, the committee is planning for meetings with Deans and Council of Chairs groups to discuss the Area F course certification process. Finally, the GEAR committee is moving into review of GEAR related proposals in the Curriculog cue.

Spring Modality Memo. The fill committee reviewed the memo on Spring course modality, which was then distributed on Tuesday 9/21 to Deans and Department Chairs. The spring modality memo read as follows:

To: Department Chairs and College Deans

From: ICC

As programs plan for spring course schedules, including defining course modalities to meet curricular targets, the ICC recognizes courses previously approved for face to face instruction might better serve student needs when offered in hybrid, hyflex, and online modalities beyond the emergency accommodations for COVID instruction. In accordance with the current e-learning policy, changes in course modality for Spring 2022 do not need to be submitted to the ICC as a course change proposal. These short-term, temporary changes should be approved through collaboration at department and college level and temporary modality tags will be applied to courses as they are populated in peoplesoft.

Course change proposals do not need to be submitted to the ICC for changes in instructional modality only. Changes that need to be submitted for ICC review are those that are related to long-term changes to courses and programs. With respect to course modality, course change proposals need to be submitted to the ICC when the change in modality results in or relates to significant changes in the course (e.g., significant changes to course outcomes, change to c-classification, change in GE/units/course level, etc.). With respect to program changes, a program change proposal will need to be submitted if a program creates a permanent pathway to graduation wherein a student could complete 50% or more of their major coursework with online modalities. This permanent pathway would require a program to apply for distance learning status in accordance with requirements outlined by WSCUC.

The ICC will continue to work, through shared governance and engagement of the campus community, on defining processes for long-term approval of both online courses and programs.

Graduate Program ILOs. During AY 2020/2021, the Graduate Council worked on updating the Graduate Program learning outcomes to make them more applicable across programs and responsive to the Working Group on Climate for Grad Students of Color who recommended an additional outcome on Equity and Justice. The resolution was approved without dissent by the ICC to move to SenEx for consideration.

Program Review-Journalism. The self-study for Journalism was added to the cue of program reviews. Dr. Mark Wicklund presented on the process for review for the new members of the ICC and coordinated the identification of a review group for Journalism's self-study in order to provide feedback in a timely manner.

Consent and voting Action Calendar. All items were approved without dissent and moved to the Senate consent calendar.

Update on Polytechnic Programs. An update was provided on the status of program proposals: both Data Science and Marine Biology were approved to continue the proposal process in the September Board of Trustees meeting. This approval is an indication that the full program proposals with any accompanying course proposals should be developed and submitted for review. A working document containing a flowchart to help outline and facilitate program proposals processes was reviewed for feedback.

Discussion Item: Courses Proposed not part of a Major. The group discussed the implications of approving new course proposals for courses that are not slated to be part of a particular major. Concerns over low enrolments and viability of running classes if they are associated with a minor only were brought up. There is no CSU level policy on this and the need for an HSU level policy was identified for consistency of proposal review and approvals. Considerations that were brought forward for the development of the policy are courses proposed as part of the General Education Program and those that are being proposed as part of the major outside of the proposing department. The development of this policy has been added to the ICC working list for this AY.

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## **University Resources and Planning Committee:**

Submitted by Jim Woglom, URPC Co-Chair

Since my last written report, the URPC has met twice, on Fridays, September 3rd and 17th. We cancelled the planned meetings the 10th and 24th in anticipation of onboarding new membership and shifting our schedule towards the new norm of working through a Cal Poly budget implementation working group (Co-Chaired by Budget Director Amber Blakeslee and AVP of Faculty Affairs Simone Aloisio) which will address specific polytechnic related issues, and which will include faculty representation from each college, staff and student representatives, and a dean. This implementation working group will begin meeting biweekly on Fridays from 1-2:30 on October 8th, and meetings to consider “regular” URPC business (less related to the polytechnic buildout) will convene on alternating Fridays starting this week on October 1st at the same time.

At our September 3rd meeting, we discussed a synopsis of one time/line items and ongoing resource allocation related to the polytechnic buildout (similar to the presentation at the Senate meeting on September 14th), covered an OpenBook Dashboard demo, considered a presentation by Budget Director Blakeslee and Anthony Baker regarding Academic Affairs’ emerging resource allocation model, and discussed URPC meeting frequency, schedule, and modality.

At our September 17th meeting, we discussed the structure and format of the aforementioned polytechnic implementation subgroup, considered a year end overview and reserves update, took a look at the CSU budget request, and, in a non-agenda item, thought about what we want to accomplish in the URPC this year, beyond our forthcoming charge and standard operating schedule.

One of the things I wanted to communicate from my end in that conversation (that I ineloquently conveyed in person) is that: there is a lot of budget stuff going on this year, and a lot of the decisions and considerations that are being discussed are in their formative stage. We are in sort of new waters in a lot of ways, and that can be both exciting and terrifying, and as such, I for one, am feeling my emotions are running especially high around impending changes and allocations (I might venture that the same is happening with others). One way I feel like I can abate those feelings for myself is to ensure that I (a) know what is going on, and (b) seek out and enact my agency in relationship to the changes and strategies on the horizon. I ask that we consider the URPC as a sort of nexus or hub for those two ideas. Ask us questions about what is going on, and we will endeavor to get you fully transparent answers. Come to us with suggestions or questions about how you would like to be involved with feedback or decision making, and we will include your thinking in our discussions. This University is our shared space for continuing the project of education, and having our shared voices be a part of how that space is shaped is super important (to me, at the very least). Please contact me with any questions or concerns you may have at [jw2311@humboldt.edu](mailto:jw2311@humboldt.edu).

Attached please find the agendas and approved minutes from the last couple of meetings, and the following documents we considered at those meetings:

- Overview of Campus Designated Balances and Reserves (includes year-end Operating Fund review at the end)
- Preliminary 2022-23 CSU Budget Request
- BOT Agenda Item Narrative on Planning for the 2022-23 Operating Budget

**HUMBOLDT STATE UNIVERSITY**  
**University Resources & Planning Committee**  
**September 3, 2021**  
**1:00 PM – 2:30 PM**

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Join Zoom Meeting

<https://humboldtstate.zoom.us/j/89132690509?pwd=MnVFcWooMkZnWlNqMFE1TogjYWVVOUto9>

Meeting ID: 891 3269 0509

Passcode: 244962

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**URPC Meeting Agenda**

- 1. New Polytechnic allocation synopsis (One time/line items, ongoing)**
- 2. OpenBook Dashboard demo**
- 3. Academic Affairs year resource allocation model (Jenn/Anthony)**
- 4. URPC meeting frequency, schedule, and modality**



**HUMBOLDT STATE UNIVERSITY**  
**University Resources & Planning Committee**  
**September 17, 2021**  
**1:00 PM – 2:30 PM**

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**In-person meeting location: CCR (Siemens Hall 222) OR join Zoom meeting:**

<https://humboldtstate.zoom.us/j/89132690509?pwd=MnVFcWooMkZnWlNqMFE1To9jYWVOUTo9>

Meeting ID: 891 3269 0509

Passcode: 244962

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**URPC Meeting Agenda**

- 1. Polytechnic implementation subgroup (Amber and Simone)**
- 2. Year end overview and reserves update**
- 3. Financial model (Jim Graham)**
- 4. CSU budget request**
- 5. Enrollment and growth**

# Overview of Campus Designated Balances and Reserves

University Resources & Planning Committee

Amber Blakeslee

September 17, 2021

# Agenda

- Reserve Policy and Planning Context
- Review of Campus Designated Balances and Reserves
- 2020-21 Year-End Overview

*Note: This presentation does not include auxiliary organization information*

# Designated Balances and Reserves Key Concepts

- Designated Balances and Reserves represent a balance at a single point in time → July 1<sup>st</sup>
- Not all balances are free and clear – “designated balances” are generally already committed, while “reserves” are truly available one-time savings
- Policies, best practices, and planning targets guide campus reserve planning efforts
- The same spending rules apply to Reserves (ex - Housing reserves must be spent on the housing program)
- Reserves are a one-time source of funding - once they are spent, they are gone and as such, should not be used to cover ongoing costs

# Examples of Activity in “Designated Balances and Reserves”

- Operating Fund has an Operating Reserve “savings account”/Rainy Day Fund of \$6.3M (*available to support Operating Fund-Reserves*)
- In 2019-20, the CO gave HSU \$8.6M to for the Trinity Annex Children’s Center project; however, spending will occur over multiple years -> July 1, 2021 balance: \$4.2M (*not available-Designated Balance*)
- A department orders \$10k worth of equipment that hasn’t arrived or been paid for, reflected at year-end as an Encumbrance (*not available-Designated Balance*)
  - Encumbrances across Operating Fund and self-support funds at the end of 2020-21 totaled \$4.5M
- Across the campus we have 2021-22 budget shortfalls totaling \$5.2M – Reserves will bridge many of these shortfalls in the coming year and have been planned for via “Designated for Outstanding Commitments” (*not available-Designated Balance*)
  - Example: Housing has earmarked \$3.6 million to cover their 2021-22 budget shortfall; therefore, their balance at the end of 2021-22 is anticipated to be \$3.6 million lower than it currently is

# HSU Reserve Planning Process

- CSU Policy requires HSU to annually submit reserve entries detailing campus plans for existing reserves
- Fund structure separates reserves into Operating, Maintenance, & Capital activity
- Each May/June, Budget Office works with each area to document how they intend to use the money in the future
  - There are several accounts to choose from
  - Entries must balance to the penny
- Budget Office reviews planned reserve entries with CFO
- Reserve entries are posted in the financial system as part of year-end close – the last thing that happens each year!

# Operating Fund Reserve Planning

- Reserve planning guided by [University Operating Fund Reserve Policy](#) – developed by URPC, formally approved 12/2017, revised 12/2020

- In this context, a Reserve is like a savings account

- Excerpts from policy:

Reserve: An accumulation of unrestricted funds set aside for economic uncertainties, unexpected expenses, losses, cash flow shortages, large repair or renovation projects, the acquisition and development of new facilities, and/or for future planning purposes. Reserves are a one-time source of funding. Once they are spent, they are gone, unless replenished from an alternate funding source.

- At a minimum, reserves in the following three areas need to be addressed:
  - Operating Reserve
  - Maintenance Reserve
  - Capital Reserve (Capital Improvement Fund)
  - Equipment Reserve

# Operating Fund Reserve Policy Principles

- It is the policy of Humboldt State University to maintain financial reserves adequate to **ensure responsible fiscal management, advance University priorities, and mitigate current and future risk.**
- Building reserves is an **important component of long-term, strategic planning** to meet the University's objectives; failing to plan to adequately maintain our buildings and infrastructure is unsustainable and poses an unacceptable risk to the University.
- Reserves used to make up for unexpected revenue shortfalls or unforeseen costs should be accompanied by a near-term plan to increase revenue or reduce expenditures to replenish the reserve.
- While it is appropriate to use reserves to resolve timing problems, **reserves should be used only to provide a bridge to a solution rather than as a means to delay addressing a structural issue.**



# Non-Operating Fund Reserves Planning

Some areas, such as Housing, have separate policies that guide their reserve planning

For areas without separate policies, the general planning principles/targets are as follows:

- Reserve for Economic Uncertainty: Target ~3-4 months (25%-33% of budget)
- For self-support funds with building debt, reserve one year of debt service payments
- Encumbrances must be reserved as is
- Other reserve designations are specific to the fund/area

# Operating Fund Reserve Policy Targets

Guided by [University Operating Fund Reserve Policy](#) – developed by URPC, formally approved 12/2017, revised 12/2020

Reserve Funds	Target %	~ Target (\$M)
Operating Reserve	25% of Budget	\$33.2
Maintenance Reserve	.5% of CRV*	\$4.5
	10% of CP**	\$6.9
Capital Reserve	10% of CP**	\$18.2
	.5% of CRV*	\$4.5
Equipment Reserve	10% of CRV of cap equipment	TBD
<b>Total Targeted Savings</b>		<b>\$67.3</b>

Represent our  
“savings accounts”

\*CRV = Current Replacement Value – HSU’s CRV is \$893M based on recently completed facility condition audits

\*\*CP = CSU Five-Year Capital Plan - HSU's total projects in 2021-22 plan: Capital = \$182M, Maintenance = \$69M

# HSU's Operating Fund "Savings Accounts" (as of 7/1/21)

Guided by [University Operating Fund Reserve Policy](#) – developed by URPC, formally approved 12/2017, revised 12/2020

Reserve Funds	Target %	~ Target (\$M)	Current %	Current (\$M)	% of Target
Operating Reserve	25% of Budget	\$33.2	4.7%	\$6.3	19%
Maintenance Reserve	.5% of CRV*	\$4.5		\$2.0	44%
	10% of CP**	\$6.9		\$0.3	4%
Capital Reserve	10% of CP**	\$18.2		\$3.6	20%
	.5% of CRV*	\$4.5		\$0.0	0%
Equipment Reserve	10% of CRV	TBD		\$0.0	0%
	of cap equip				0%
<b>Total Reserves</b>		<b>\$67.3</b>		<b>\$12.2</b>	<b>18%</b>

\*CRV = Current Replacement Value – HSU's CRV is \$880M based on recently completed facility condition audits

\*\*CP = CSU Five-Year Capital Plan - HSU's total projects in 2021-22 plan: Capital = \$182M, Maintenance = \$69M

# 2020-21 HSU Fund Designated Balances & Reserves Overview

*Note: Balances do not include auxiliary organizations*

## BREAKDOWN BY ACCOUNT

	2019-20	2020-21	Change	Notes
Designated for Future Debt Service	3,736,802	1,407,171	-2,329,631	Areas no longer able to designate 1 yr of debt payments due to pandemic
Designated for Encumbrances	4,823,368	4,478,004	-345,364	Reflects purchases in progress at year-end
Designated for Financial Aid	1,892,832	2,105,784	212,952	SUG, Off-Campus Housing Grant, Student Adversity Grant, Scholarships
Designated for Outstanding Commitments	25,696,025	21,713,722	-3,982,303	Earmarked via one-time budget allocations and/or to cover budget shortfalls
Designated for Program Development	273,692	200,000	-73,692	
<b>Subtotal Short Term Obligations</b>	<b>36,422,719</b>	<b>29,904,680</b>	<b>-6,518,039</b>	<b>40% of total balances</b>
Designated for Capital Improvement/Construction	23,559,343	21,464,972	-2,094,371	
Designated for Equipment Acquisition	130,000	360,000	230,000	
Designated for Facilities Maintenance and Repairs	8,627,142	9,300,778	673,636	
<b>Subtotal Capital</b>	<b>32,316,484</b>	<b>31,125,750</b>	<b>-1,190,734</b>	<b>42% of total balances</b>
<b>Total Designated Balances</b>	<b>68,739,203</b>	<b>61,030,430</b>	<b>-7,708,773</b>	<b>82% of total balances</b>
<b>Reserves - Economic Uncertainty</b>	<b>12,454,187</b>	<b>13,444,372</b>	<b>990,185</b>	<b>18% of total balances - reflects rainy day/savings (see breakout for detail)</b>
<b>Total Designated Balances &amp; Reserves</b>	<b>81,193,390</b>	<b>74,474,801</b>	<b>-6,718,589</b>	

*Note: numbers may vary slightly due to rounding*

[Source: CSU Transparency Portal \(OpenGov\)](#)

# 2019-20 HSU Fund Designated Balances & Reserves Overview

*Note: Balances do not include auxiliary organizations*

## TOTAL BREAKDOWN BY FUNDING SOURCE

	2019-20	2020-21	Change	Notes
Operations	29,627,649	28,490,238	-1,137,411	
Operating Fund	15,899,170	14,856,726	-1,042,444	
Operating Reserve	6,300,000	6,300,000		- 4.7% of budget, HSU policy target 25%, CSU policy min 25%
Student Health & Wellbeing	2,538,194	3,034,827	496,633	balance will be leveraged toward 2021-22 -\$1M budget shortfall
Other Operating	4,890,285	4,298,685	-591,600	
Housing & Dining	16,806,928	11,053,252	-5,753,676	In 2020-21, -\$7.2M Housing, +\$1.4M Dining; Housing 2021-22 -\$3.6M budget shortfall and \$4.3M in active and/or encumbered projects
Parking	4,296,090	3,913,707	-382,383	
Professional & Continuing Education	2,258,519	2,429,724	171,025	
Student Body Center Programs (SAC, CA)	1,040,059	1,677,428	637,369	
Health Facilities	435,577	792,484	356,907	
Lottery	416,108	471,245	55,137	
Local Trust Funds (including IRA)	2,927,282	3,719,061	791,779	
Capital & Special Projects	23,385,177	21,927,661	-1,457,516	
<b>Total Fund Balances &amp; Reserves</b>	<b>81,193,390</b>	<b>74,474,801</b>	<b>-6,718,589</b>	

[Source: CSU Transparency Portal \(OpenGov\)](#)

# 2019-20 HSU Fund Designated Balances & Reserves Overview

*Note: Balances do not include auxiliary organizations*

<b>RESERVE FOR ECONOMIC UNCERTAINTY BY FUNDING SOURCE</b>			
	<b>2019-20</b>	<b>2020-21</b>	<b>Change</b>
Operations	7,168,188	7,340,167	171,979
Operating Reserve	6,300,000	6,300,000	- 4.7% of budget, HSU policy target 25%, CSU min 25%
Student Health & Wellbeing	868,188	1,040,167	171,979
Housing	1,108,660	1,087,664	-20,996
Parking	218,004	194,281	-23,723
Professional & Continuing Education	1,742,839	2,063,494	320,655
Student Body Center Programs	291,573	380,075	88,502
Health Facilities	24,256	16,950	-7,306
Lottery	123,021	134,523	11,502
Local Trust Funds (including IRA)	1,777,645	2,227,217	449,572
Capital & Special Projects	-	-	-
<b>Total Fund Balances &amp; Reserves</b>	<b>12,454,186</b>	<b>13,444,372</b>	<b>990,185</b>

[Source: CSU Transparency Portal \(OpenGov\)](#)

# July 1, 2021 Reserve Summary

- HSU's Reserve levels decreased by \$6.7M in 2020-21, totaling \$74.5M
  - This result exceeded expectations –proactive planning and infusion of CARES/HEERF federal funding helped stabilize operations and minimize shortfalls
- The Reserve levels we have are allowing us to maintain operations during the pandemic with less disruption
- Reserve levels are annually evaluated against plans and needs to determine whether to reinvest or save
  - Example: Two years ago, Housing reserves were invested into student housing scholarships in light of change in plans related to new facility
- Need to continue to strategize growth in reserves over time -  
Operating Fund Operating Reserve only covers 19 days of operations  
(90 days is the goal)

# Operating Fund Year-End Review



# 2020-21 Operating Fund Year-End Summary

Total Year-End Roll Forward: \$13,667,295 (down from ~\$15M in 19-20)

Revenue	Original Budget	Revised Budget	Actual		Balance Remaining	%
State Appropriation	85,580,000	84,479,000	84,479,000		-	100.0%
Higher Education Fees	34,360,803	36,450,385	37,414,242		963,857	102.6%
Misc. Rev & Cost Recovery	8,751,652	9,818,327	9,756,683		(61,644)	99.4%
	<b>128,692,455</b>	<b>130,747,712</b>	<b>131,649,925</b>		<b>902,213</b>	<b>100.7%</b>
Expenditures	Original Budget	Revised Budget	Actual	Encumbrances	Balance Remaining	% Spent
Salaries	70,492,285	71,767,219	69,414,151	-	2,353,068	96.7%
Benefits	38,929,560	36,966,559	35,584,637	-	1,381,922	96.3%
Operating Expenses	15,554,435	24,538,485	15,173,452	1,129,341	8,235,692	66.4%
Financial Aid	12,697,947	13,314,529	12,520,129	-	794,400	94.0%
<b>Total Expenses</b>	<b>137,674,227</b>	<b>146,586,792</b>	<b>132,692,369</b>	<b>1,129,341</b>	<b>12,765,082</b>	<b>91.3%</b>

— Retirement

+ Tuition

\$1.3M student wages

EEP savings, hiring chill

Pandemic impacts – one-time savings (utilities, travel, etc.), unspent balances in restricted/earmarked activities(~\$7M)

# 2020-21 Year-End Expenditure Breakdown by Division

<b>Operating Fund Expenditures by Division</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Actual</b>	<b>Encumbrances</b>	<b>Balance Remaining</b>	<b>YTD %</b>
<b>Expenditures</b>						
01 - PRESIDENT	3,502,833	3,187,210	2,849,782	54,267	283,161	91.1%
02 - UNIVERSITY ADVANCEMENT	3,562,273	4,601,606	3,612,261	37,526	951,818	79.3%
03 - ACADEMIC AFFAIRS	79,946,240	85,600,786	76,956,233	646,237	7,998,316	90.7%
04 - ADMINISTRATIVE AFFAIRS	21,436,294	21,886,764	20,842,579	349,563	694,622	96.8%
05 - ENROLLMENT MANAGEMENT	10,275,173	12,736,511	10,784,902	41,190	1,910,419	85.0%
09 - UNIVERSITY WIDE	18,951,414	18,573,915	17,646,612	558	926,745	95.0%
<b>Total Expenditures</b>	<b>137,674,227</b>	<b>146,586,792</b>	<b>132,692,369</b>	<b>1,129,341</b>	<b>12,765,082</b>	<b>91.3%</b>

# 2022-23 Preliminary Plan

<b>Incremental Expenditure Increases</b>	<b>Range (in millions)</b>	
Graduation Initiative 2025	\$75.0	\$75.0
Student Basic Needs	10.0	20.0
Bridging Equity Divide Through Technology	50.0	100.0
Employee Salary and Benefit Increases	199.0	245.0
Academic Facilities and Infrastructure	50.0	135.0
Enrollment Growth	129.0	129.0
Mandatory Costs	50.0	50.0
Staff Salary Structure Study Results	TBD	TBD
<b>Total Incremental Budget Request</b>	<b>\$563.0</b>	<b>\$754.0</b>

i. 1

# UNIVERSITY RESOURCES & PLANNING COMMITTEE

August 27, 2021  
1:00 PM – 2:30 PM

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## 2021-22 URPC:

<input checked="" type="checkbox"/>	Jenn Capps, Co-Chair (non-voting)	<input checked="" type="checkbox"/>	Jeremiah Finley, Student (voting)
<input checked="" type="checkbox"/>	James Woglom, Co-Chair (tie break vote)	<input type="checkbox"/>	Vacant, Student (voting)
<input checked="" type="checkbox"/>	Jim Graham, Faculty (voting)	<input checked="" type="checkbox"/>	Amber Blakeslee, Advisor (non-voting)
<input checked="" type="checkbox"/>	Rouhollah Aghasaleh, Faculty (voting)	<input checked="" type="checkbox"/>	Kevin Furtado, Advisor (non-voting)
<input type="checkbox"/>	Vacant, Faculty (voting)	<input type="checkbox"/>	Jamie Rich, Advisor (non-voting)
<input checked="" type="checkbox"/>	Anthony Baker, Staff (voting)	<input checked="" type="checkbox"/>	Jenessa Lund, Advisor (non-voting)
<input checked="" type="checkbox"/>	Arlene Wynn, Staff (voting)	<input checked="" type="checkbox"/>	Michael Le, Advisor (non-voting)
<input checked="" type="checkbox"/>	Shawna Young, Dean (voting)	<input checked="" type="checkbox"/>	Brigid Wall, Notes (non-voting)
<input checked="" type="checkbox"/>	Sharooz Roohparvar, VP (voting)	<input checked="" type="checkbox"/>	Patrick Orona, Notes (non-voting)
<input checked="" type="checkbox"/>	Jason Meriwether, VP (voting)	<input type="checkbox"/>	
<input type="checkbox"/>	Frank Whitlatch, VP (voting)	<input type="checkbox"/>	

## Meeting Minutes:

1. Introductions
  - a. [URPC Membership](#)
    - i. Introductions of URPC committee members and attendees
2. Overview of the URPC
  - a. Review of [University Senate Bylaws \(page 13\)](#) from the HSU Faculty Handbook that govern this committee specifically highlighting the duties of URPC:
    - i. The Committee shall make recommendations to the Senate and, within the policy guidelines established by the Senate, advise the President and appropriate administrative officers concerning the allocation of university resources and general budget policy.
    - ii. The Committee shall act as the deliberative body of the Senate on issues pertaining to university budgets, long term capital planning, and allocation of special funds.
    - iii. The Committee shall question, review, and evaluate resource allocations based on current fiscal priorities and strategies in support of the University vision and Strategic Plan and evaluate consistency of resource allocations (both budgeted and un-budgeted funds including enrollment growth funds) with that vision and plan.
    - iv. The Committee shall review and make recommendations concerning new budget allocations (augmentations and reductions), cross-divisional budget allocations and allocations to special funds, and advise administrators on the use of those funds. It is not the role of this committee to interfere with internal division processes, but rather to review and evaluate the consistency of resource allocations with agreed upon budget priorities and the University's vision and strategic plan. The function shall not be construed as to in anyway imply an authority with regard to specific personnel

decisions, and at all times is constrained by contractual agreements of the University.

- v. The Committee shall receive quarterly budget reports to review how budgeted and unbudgeted funds are spent relative to agreed budget categories and priorities, and make relevant recommendations.
  - vi. The Committee shall review reports on budget and expenditure outcomes and impacts; it shall receive, review and advise on annual reports from division leaders concerning achievements relative to projected goals and objectives.
  - vii. The Committee shall serve as the consultative body on long term fiscal planning, reviewing patterns of previous expenditures and proposing changes as they may affect student success consistent with the University mission, and making general policy recommendations regarding present and future resource decisions including consultation on the development of proposals for non-traditional funding.
- b. Brief discussion of the current committee membership composition including the potential shift of the University Budget Director role from an advisor to a formal member.

### 3. Foundational Information

- a. Recent History of the Budget at HSU
  - i. [Enrollment Overview](#):
    - 1. Highlighted patterns and trends associated with enrollment decline since Fall of 2015 high point.
  - ii. [Budget and Financial Overview](#):
    - 1. 2021-22 Operating Fund Budget
      - a. Total Revenue Budget: \$133,637,804
      - b. Total Expenditure Budget: \$132,712,786
      - c. Net Base Budget Surplus / (Deficit): \$925,018
  - iii. Q&A
- b. New Polytech Allocation Synopsis (One Time/line items, ongoing)
  - i. Agenda item moved to next meeting due to time.

# UNIVERSITY RESOURCES & PLANNING COMMITTEE

## September 3, 2021

### 1:00 PM – 2:30 PM

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#### 2021-22 URPC:

<input checked="" type="checkbox"/>	Jenn Capps, Co-Chair (non-voting)	<input type="checkbox"/>	Jeremiah Finley, Student (voting)
<input checked="" type="checkbox"/>	James Woglom, Co-Chair (tie break vote)	<input type="checkbox"/>	Vacant, Student (voting)
<input checked="" type="checkbox"/>	Jim Graham, Faculty (voting)	<input checked="" type="checkbox"/>	Amber Blakeslee, Advisor (non-voting)
<input checked="" type="checkbox"/>	Rouhollah Aghasaleh, Faculty (voting)	<input checked="" type="checkbox"/>	Kevin Furtado, Advisor (non-voting)
<input type="checkbox"/>	Vacant, Faculty (voting)	<input type="checkbox"/>	Jamie Rich, Advisor (non-voting)
<input checked="" type="checkbox"/>	Anthony Baker, Staff (voting)	<input type="checkbox"/>	Jenessa Lund, Advisor (non-voting)
<input checked="" type="checkbox"/>	Arlene Wynn, Staff (voting)	<input checked="" type="checkbox"/>	Michael Le, Advisor (non-voting)
<input checked="" type="checkbox"/>	Shawna Young, Dean (voting)	<input checked="" type="checkbox"/>	Brigid Wall, Notes (non-voting)
<input checked="" type="checkbox"/>	Sharooz Roohparvar, VP (voting)	<input checked="" type="checkbox"/>	Patrick Orona, Notes (non-voting)
<input checked="" type="checkbox"/>	Jason Meriwether, VP (voting)	<input type="checkbox"/>	
<input type="checkbox"/>	Frank Whitlatch, VP (voting)	<input type="checkbox"/>	

#### Meeting Minutes:

1. Review of Minutes from 8/27 – Approved with no alterations
2. New Polytechnic allocation synopsis (One time/line items, ongoing) - [humboldt.edu/polytechnic](http://humboldt.edu/polytechnic)
  - a. [Polytechnic Funding](#) - \$458 million total was allocated to the system by the state:
    - i. \$433 million in one-time funding
      1. Modernizing and Expanding Infrastructure
      2. Campus & Technology Enhancement
    - ii. \$25 million in base funding for fast tracking academic programs
      1. On-going commitments will gradually increase over time and the savings will be leveraged for one-time investments to support polytech transition.
    - iii. [Polytechnic Prospectus](#) Document:
      1. Initial planning estimates for \$25 million base funding are detailed on pages 68 and 69
      2. Headcount and FTES Projections are provided on page 72 with Fall Headcount Targets for New Programs on page 73
    - iv. Discussion on how to track and manage polytech community concerns.
3. OpenBook Dashboard demo
  - a. Agenda item moved to next meeting due to time.
4. Academic Affairs year resource allocation model (Jenn/Anthony)
  - a. Presentation of the allocation process and model used within Academic Affairs to achieve the final \$3 million year 3 reductions for 2021-22. The model shifts from a historical approach and is target/metric driven to allow for future adjustments as the university changes. The process map shared with the committee is available [here](#).
5. URPC meeting frequency, schedule, and modality:

- a. Modality: Committee discussed and decided to move committee meetings to a hyflex format to allow individuals that are on campus to return to meeting in person while allowing for those that continue to work remotely or in a hybrid format to attend virtually.
- b. Frequency: Meetings were historically held every other week and then shifted to a weekly when necessary. This year's meetings have been scheduled weekly. In the future, the additional meeting may be shifted to support subcommittee/working group meeting.

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## Office of Equity, Diversity, and Inclusion:

Submitted by Elavie Ndura, AVP and Campus Diversity Officer

**The DEIC meets every third Wednesday of the month at 3:00 pm.**

**The first meeting of the semester was held on September 15, 2021**

**Members Present:** Francisco Valdez, Edelmira (Edy) Reynoso, Cedric Aaron, Elavie Ndura, Meridith Oram, Kumi Watanabe-Schock, Sasheen Colegrove-Raymond, Benjamin Graham, Tracy Smith, Brandilynn Villarreal, Nikola Hobbel, Sheila Rocker-Heppe, Nancy Olson, Jennifer Eichstedt, and, Kim White.

**Purpose:** *Review and garner feedback for HSU's Anti-Racism Action Plan: 2021-2026; Articulate DEIC next Steps*

### 1. Check in

***Objective:*** *Convening & Connecting*

#### **New DEIC Members**

Introductions of new members to DEIC: Assistant Psychology Professor Ben Graham is the LBTGQ+ Equity Fellow. He is interested in intersectional approaches to data analysis about which LGBTQ+ groups are being addressed. Francisco Valdez is the new Business Office Coordinator for Associated Students and will be the A.S. Representative to DEIC. He is new to the area and just finished his Master's in Philosophy over the summer.

### 2. Anti-Racism Action Plan: 2021-2026

***Objective:*** *Discuss & Affirm*

2.1. Having reviewed the Anti-Racism Action Plan:

- a. What is present?
- b. What is missing?

2.2. Questions & discussion.

Members were sent to five breakout rooms to discuss individual questions listed in the chat for 40 minutes. There were five questions to stimulate discussion. Elavie said that this is a working document. Jennifer said that HSU has been working on this issue for a very long time. Members agreed that the work is overdue and something needs to be done now. Elavie said that it is what Black, Indigenous, and People of Color (BIPOC) students, staff, and faculty tell us. She asked if there were any other initial impressions?

Discussion by Tracy Smith that there have been many surveys done and information possibly information can be used as a baseline to track progress, rather than more surveys done. Question about access to information that has been done in the past and we are still awaiting the Campus Climate Survey results. We still need to be in touch with people in focus groups and other small groups. Staff still



needs to be able to measure if there has been any difference in the efforts to assess work that has or will be done.

### **2.3. Moving Beyond Bias**

An important item in the Anti-Racism Action Plan is the incorporation of the Moving Beyond Bias curriculum. Edy gave an overview of recent meetings. The goal is to have a curriculum set and ready to share it out for a few colleagues on campus to review. The CRGS faculty will be asked to help and see if there are any blind spots, and the Equity Fellows too. The plan will move out to the community. Meridith, Tim Miller, and Edy did a pilot training during the recent Professional Development Day to gather input from those in attendance. Some attendees shared they want the curriculum to address decolonizing the curriculum and issues of bias in the tenure track system. The training will be divided into three sections for a total of six hours.

### **2.4. Cross-cultural facilitation training for facilitators (10/22 & 29)**

Elavie said that conversations have been very broad across campus with a few departments. All cross-cultural conversations touch on race. Professional Development is being used to help elevate their facilitation skills, which helps managing classrooms, in conversations, and addressing difficult questions. Everyone can use facilitation skills as everyone is a facilitator when engaging in any type of conversation.

Elavie said we are bringing in Lee Mun Wah from StirFry Seminars and Consulting to present a training on Mindful Facilitation. He is a Master Diversity Trainer who is world-renowned. Enoch Hale, Campus Dialogue on Race representatives, Frank Herrera, and Kumi Watanabe-Schock will be attending the planning sessions for this training. The training is 8 hours and every participant must commit to the 8 hrs, Oct. 22 will be 4 hrs. from 9:00 AM to 1 PM and again on the following Friday, 9 AM to 1 PM, the 29<sup>th</sup> of October. She asked members to please take advantage of this opportunity. Also to please thank Provost Capps for the training funding. She approved the funding without hesitation as she sees this as a priority. A total of, as many as 195 people can participate in the training and will be virtual on Zoom. This will also be available to community partners (equity arcata and others). The Certificate will come from HSU and CTL.

Ben Graham asked if there were guidelines about invitations for students. Elavie said student leaders would be invited. Elavie said that she would be interning with StirFry Consulting and would take notes on the training so that she could do training later on.

Ben was asking if students (graduate or counseling students) could make the commitment. If there are spaces available, possibly let psychology graduate students and counseling students attend. Meridith spoke to letting psychology graduate and counseling students attend to be able to work in the community.

## **2.5 Racial Campus Climate Survey Results (forthcoming)**

Still awaiting results from the Racial Campus Climate Survey conducted by the National Assessment of Collegiate Campus Climates offered by the USC Race and Equity Center.

## **3. DEIC's Fall and Spring Action Steps**

***Objective:*** *Articulate next steps*

### **3.1. New membership: recruitment, representation, and cross-unit engagement (Inclusive Excellence Ambassadors?)**

Elavie asked about the re-invention of the DEIC membership process for more representation across departments and units. Possibly DEIC representation by various departments or units on campus. Then the work done on Council is taken directly to the unit or department. The Inclusive Excellence Ambassador would support ODEI and other members to increase intercultural humility capacity.

Elavie said that currently there are several departments that are not represented on DEIC and more departments and units would give more people a chance. If after 2 or 3 years, we bring in a new team so that more people get to be involved. There was a suggestion to stagger the terms so that it information is not lost. DEIC membership has been reduced from 30 to 20 people.

If more departments or units are included DEIC membership would be increased. In her previous institution, larger units had 2 representatives and smaller units 1 representative. The University Board had approved 5% of the paid time to do diversity work. It brought a vibrant diversity council that did many things. She has not spoken about this idea and the discussion will be continued. She asked for a show of hands-on whether to pursue this suggestion. Members were agreeable to pursuing the discussion. The discussion that AS Students still need to select their DEIC representatives.

### **3.2. New subcommittee charges & expected outcomes?**

Edy mentioned that two DEIC subcommittees have met, so far this semester. The HSI and the Inclusive Teaching Sub-committees have met. Elavie said that there was a discussion of new funding to support this work and an outline of this work needs to be submitted to the Provost. She said the Cross-Cultural Training Proposal will be paid out of these monies.

## **4. Wrap up & adjourn**

### **4.1. Please share one takeaway from today's meeting.**

Listed in the Chat were that we need more student voices. One member mentioned that there were big plans and high hope. Another member said that we need more of an intersectionality lens in our work.

### **4.2. Adjourn**

The meeting ended at 4:30 PM. The next meeting will be held on Wednesday, October 20, 2021

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**President and President's Administrative Team Report to University Senate**

Tom Jackson, Jr., President

Sherie C. Gordon, Chief of Staff  
Shahrooz Roothparvar, CFO/VP Administration and Finance  
Jason Meriwether, VP Enrollment Management  
Jenn Capps, Provost and VPAA  
Cooper Jones, Executive Director of Athletics and Recreational Sports  
Frank Whitlatch, VP Advancement  
Lisa Bond-Maupin, Deputy Chief of Staff (Editor)

## **Campus Operations**

The **national search for a permanent CAHSS Dean** is underway. We have engaged the [WittKieffer](#) search firm to assist us with this very important search. As a reminder, the search committee membership includes:

Joice Chang - committee chair (Politics)

Cutchu Risling Baldy (Native American Studies)

Russell Gaskell (Modern Languages)

Nicole Jean Hill (Art)

Alison Holmes (International Studies)

Elavie Ndura (Office of Diversity Equity and Inclusion)

Lisa Tremain (English)

Shawna Young (College of Professional Studies Dean)

Alma Zechman (Staff Representative)

Click [here](#) to view the active leadership profile or email [HSUDeanCAHSS@wittkieffer.com](mailto:HSUDeanCAHSS@wittkieffer.com) if you would like to nominate someone for the position, apply yourself, or request more information.

Initially, a deadline for receiving **tenure track faculty position requests** in OAA was proposed as September 22, 2021. The timeline for requests has been extended to October 15, 2021. This will provide academic departments with the additional time needed and contribute to a collaborative effort. It is certainly an exciting time when we consider a balanced budget in academic affairs (finally- and more on that below) and resources to support the build-out and maintenance of programming (GI 2025, Ethnic Studies, and Polytechnic).

A number of questions have also arisen regarding the **proposal of utilizing a cluster hiring approach** for faculty recruitment. Many folks reached out wanting much more detailed information regarding the relationship between T/TT requests and cluster hiring. Specifically, folks asked what decisions have been made regarding the implementation of a cluster hiring approach. Additional consultation with Senex, department chairs, the Ethnic Studies council, PAT, have occurred or are forthcoming.

- The faculty cluster hiring process is still in the early stages of development and no decisions have been made on a specific approach yet. There are many different types of cluster hire models that are under consideration. In fact, the ask for T/TT requests ahead of a final

decision on elements of a cluster hire model was intended to allow for departments with approved hiring lines to participate in the creation of the cluster hire process if adopted at HSU.

- We are considering faculty cluster hiring to increase recruiting, hiring, and retention of faculty from diverse backgrounds.
- In the initial call-out to departments for T/TT requests, many folks received information that there was a strong likelihood that one interdisciplinary search committee would be utilized to conduct all searches. Thus far this suggested approach has been poorly received by department chairs and therefore all approaches to T/TT hiring are under consideration.
- A cross-functional and cross-disciplinary working group has been established to facilitate the FCH planning and development processes. The Working Group will consult with University departments and other stakeholders to inform every step of the process.
- The FCH Working Group's strategic thinking and planning is further informed by the 16 imperatives for effective cluster hiring & implementation which have been articulated by the Educational Advisory Board (EAB), a research-rooted organization that seeks to "make education smarter and our communities stronger."

In all the discussion above regarding faculty positions, it may appear as though we forgot all about the needs for **staff positions**. That is not the case. Recruitment for staff positions occurs on an ongoing basis as funding allows. Requests go to the appropriate administrator who makes a decision from there.

### People

**CSU Trustee Romey Sabalius** (also SJSU faculty member) visited campus last Friday and Saturday. Trustee Sabalius met with a variety of constituency groups including attending an Associated Student Meeting and meeting with members of SenEx. He also toured the Telonicher Marine Lab in Trinidad and received a tour of campus to learn more about our plans for growth. During these meetings, Trustee Sabalius learned, among other things, more about our polytechnic proposal and planning, student-centered improvements to campus, changes in our auxiliaries, and our approach to repopulating campus safely. Thank you to everyone who helped organize this visit, visited with Trustee Sabalius, or otherwise contributed to this successful visit.

### Inclusive Student Experience

As announced by Dam Worth It (DWI) Company on their social media platforms, Humboldt State University **Student-Athlete Advisory Committee (SAAC)** will join Oregon State University and the University of Kentucky in the **Dam Worth It Class of 2021**. Dam Worth It's mission is to utilize the influential platform of sport, partnered with the power of storytelling to end the stigma surrounding mental health.

"I am excited to bring Dam Worth It to our school, many athletes and students struggle with mental health due to the increased pressure of their social life, school, performance, ect." said Humboldt State Track and Field Student-Athlete and Humboldt State Branch Dam Worth It Chair Grace Kasberger. "My team and I are here to end the stigma surrounding mental health. We will make it a priority to let people know it is okay to not be okay. We will achieve this by sharing and listening to stories, in hopes that others reach out and share their stories as well and get the help they need."

The Dam Worth It leadership team at Humboldt State will be led by Humboldt State's track and field student-athlete Grace Kasberger. Other members of the leadership team are Zoe Becker (women's track and field), Morgan Brant (softball), Macy Thomas (volleyball), Elliott Portillo (men's cross country), Rosa Granados (women's cross country), Anna Brondos (softball) and Chase Marcum (HSU's Associated Students)

"Back in 2017, myself and my co-founder, Taylor Ricci, created Dam Worth It at Oregon State University after losing teammates to suicide," said Nathan Braaten (co-founder and executive director of Dam Worth It Company). "After seeing the incredible impact that Dam Worth It had at OSU, we were inspired to bring this model to other universities and high schools across the country. Nearly four years later, we couldn't be more excited to have 4 branches launching as the Branch Class of 2021. Through this partnership and branch launch at Humboldt State, we are going to create mental health leaders, reduce the stigma around mental health, and ultimately, create a culture that truly values the importance of mental health in our everyday lives. The team at Dam Worth It Company cannot wait to see the impact that this branch and its campus leaders will bring to HSU."

For more information on Dam Worth It, go to <https://www.damworthit.co/>.

The Athletics Department formed the **Social Equity and Accountability (S.E.A) Committee to create and foster an equitable and inclusive environment**. The purpose of the S.E.A. committee is to organize an effort with long term systemic involvement in the conversation surrounding equity, diversity, and social justice. The committee is dedicated to identifying ways in which Humboldt State University may best support our underrepresented/minoritized student-athletes, staff, and coaches. The committee will also provide a safe space for our student-athletes, staff, and coaches to address their experiences and concerns regarding social equity, along with creating policies and procedures that invite all voices to the decision-making table.

### **Pride**

Five members of the **HSU men's soccer team** were named to the 2021 East Bay Fall Classic All-Tournament Team that was held this past weekend in Hayward, Calif. These five Lumberjacks are. Adrian Gallardo, Christian Gonzalez, Alejandro Lopez, Marco Silveira and Dylan Tovani. Gallardo was named the Classic's Most Valuable Player. After improving its record to 5-0 on the season, the Humboldt State Lumberjack men's soccer team moved into the United Soccer Coaches/NCAA Division II Men's Soccer Top 25 Rankings at #13 nationally.

**The HSU men's cross country team**, under the guidance of head coach Jamey Harris, is ranked tenth in the 2021 USTFCCCA/NCAA Division II Men's Cross Country West Regional Preseason Rankings. The Lumberjacks are one of five teams from the California Collegiate Athletic Association (CCAA) that are in the top ten.

**The HSU women's soccer team** is ninth in this week's United soccer Coaches/NCAA Division II Women's Soccer West Region Rankings. Humboldt State, under the guidance of head coach Grant Landy, is 2-1-1 after going 1-1 this past weekend in its two matches in Oregon.

### **Community**

The **HSU women's crew team along with the Lumberjack men's crew club team** participated in the California Coastal Clean-Up. The two teams helped clean up the area at Halvorsen Park and the surrounding area. Coastal Clean Up month is put on by the North Coast Environmental Center.

### **Academic Excellence**

**The NCAA Division 2 Athletics Directors Association academic achievement awards** were announced and fifty-six HSU student-athletes were recognized with this honor. Student-athletes must have had a cumulative GPA of 3.5 or higher, attended a minimum of two years of college, and been active during the last academic year in his/her college team. Student athletes earned a median GPA of 3.38 last year (HSU student body overall median is 3.16).

Ninety-one (91) Humboldt State University student-athletes were named to the 2020-21 California Collegiate Athletic Association (**CCAA**) **All-Academic Team**.

Please take a look at this awesome Telemundo coverage of our kelp farm project, featuring Dr. Rafael Cuevas Uribe and graduate students at the marine lab shot this past Saturday. They are collecting fertile kelp tissue in Trinidad Bay, used to seed lines for deployment at the farm site in Humboldt Bay. Dr. Uribe serves as the PI and Dr. Zechman is the Co-PI on the ARI grant supporting this work.

<https://www.telemundo.com/shows/hoy-dia/medio-ambiente/video/asi-es-como-las-algas-marinas-ayudan-mejorar-el-planeta-tmvo10115486>

### **Sustainability**

For the fourth year in a row, **Humboldt State University has (again) been named a “Cool School”** by the Sierra Club magazine’s annual ranking of sustainability among North America’s greenest colleges and universities.

Jumping to a ranking of 75th among 328 participating institutions in 2021, HSU has been included in the top 100 sustainable schools since first being named a “Cool School” in 2018. Established in 2007, the Sierra Club’s Cool Schools awards are designed to inspire healthy competition among schools and publicly reward institutions that prioritize protecting the planet. No fees are collected from participating schools.

HSU Sustainability Analyst Katie Koscielak says that HSU’s high “Cool School” ranking reflects the University’s broad commitment to sustainability across all departments. “We maintain our leadership in this area,” Koscielak says. “We moved up from #91 last year, plus the pool grew by 46 schools.”

In order to be considered for the “Cool School” awards, the institution must have earned a valid STARS (Sustainability Tracking, Assessment, & Rating System) rating within the past three years. Sierra Club then compares the STARS data from each college on environmental practices, energy usage, and their commitment to sustainability on everything from cafeteria compost to campus activism. Extra points are awarded for innovation and fossil fuels divestment.

In 2021, HSU showed strong marks across the board, a reflection of the University’s 2020 Gold STARS rating with particularly high scores in faculty research, campus water conservation, academic

curriculum, and student life. HSU's scores have steadily increased over the last three STARS reports from 55% in 2013, to 69% in 2017, to 72% in 2020.

"Once again, students are leading the way," says Koscielak, who explains that students continue to demand and facilitate University-wide sustainable policies and practices. "This is why our top priority in the Office of Sustainability is supporting students' vision for innovation on campus."

Examples of student-led initiatives include the Graduation Pledge of Social and Environmental Responsibility, which was started by students in 1987 and has been used by more than 100 universities worldwide; the student-run Campus Center for Appropriate Technology (CCAT), an eco-demonstration home and campus garden; the Waste Reduction and Resource Awareness Program, which encourages waste reduction and diversion; the Humboldt Energy Independence Fund in which students voted to establish a fee that could pay for energy and other innovative sustainability measures for the campus; the 2011 ban on selling single-use plastic water bottles on campus, and other notable campaigns throughout HSU's history.

**Integrated Curriculum Committee Consent Calendar  
University Senate Meeting September 28, 2021**

[Chinese Studies - Suspend Program - 20-1081](#). Due to low enrollment and budgetary challenges, College of Arts, Humanities & Social Sciences would like to suspend the Chinese Studies minor as well as all currently active CHIN courses (CHIN 105, 105L, 106, 106L, 107, 107L, 109, 207, 207L, 280, 396, 499). Program viability will be reassessed if the overall campus enrollment improves. Each of the 5 currently enrolled in the program students' completion of the program will be addressed on a case-by-case basis. Students who have already taken the required language courses will be able to take the interdisciplinary courses that are still offered as part of the minor. The program leader will work with the students who still need to take the language classes to find classes through Community Colleges or other CSUs.

[FISH - 476 - 1174](#). The current BIOL 330 (Principles of Ecology) pre-requisite is being replaced by FISH 310 (Ichthyology). BIOL 330 is not currently a required course in the Fisheries Biology major and acted as a "hidden pre-requisite". By replacing it with FISH 310, the department streamlines the way its students move towards graduation.

[FISH - 576 - 1175](#). The current BIOL 330 (Principles of Ecology) pre-requisite is being removed. Graduate standing requirement is being added. This pre-requisite change will solve registration issues for graduate students who did not obtain their BS degree from HSU and align this course with Fisheries Biology updated curriculum.

[LSEE - 755 - 21-1301](#). School of Education would like to change the grading mode of this course from Optional CR/NC to Mandatory CR/NC in order to meet California Commission on Teacher Credentialing requirements.

[LSEE - 756 - 21-1302](#). School of Education would like to change the grading mode of this course from Optional CR/NC to Mandatory CR/NC in order to meet California Commission on Teacher Credentialing requirements.

**Integrated Curriculum Committee Consent Calendar  
University Senate Meeting September 14, 2021**

[BIOL - 544 - 1179](#). The Biological Sciences department is looking to change the pre-requisite for BIOL 544 (Stem Cell Biology) from BIOL 450 (Cell Biology Laboratory) to BIOL 350 (Cell Biology). This will reduce a bottleneck issue and decrease time to graduation.

[BIOL - 544L - 1180](#). The Biological Sciences department is looking to add BIOL 450 (Cell Biology Laboratory) as a pre-requisite for BIOL 544L (Stem Cell Biology Lab). BIOL 450 was previously a pre-requisite for BIOL 544. Students who take 544 only will no longer need to have the BIOL 450 lab pre-requisite, however, students who take BIOL 544L will need to have taken BIOL 450 as a pre-requisite, as well as BIOL 544 as a co-requisite.

[Environmental Science and Management - Change Concentration/Emphasis Requirements - 20-1039](#). In order to make the Environmental and Natural Resources Planning minor more current and marketable, the ESM department is making the following changes to the minor requirements:



**Integrated Curriculum Committee Consent Calendar  
University Senate Meeting September 28, 2021**

- remove GEOG 106 and ESM 210 from required for minor courses
- make former minor elective courses, ESM 325, ESM 365, and ESM 425) required for the minor
- add the following list of minor electives: ESM 305, ESM 460, ESM 462 (students pick 1).

[Environmental Science and Management - Change Concentration/Emphasis Requirements - 20-1057](#). In order to make the Environmental Policy Minor more current, marketable, and flexible for students to complete, the ESM department is making the following changes to the minor requirements:

- remove ESM 210 and PSCI 306 from required courses
- add ESM 305 to required courses
- add PSCI 412 as an alternative required course to ESM 425, one of these courses is required, the other can be taken as an elective.
- remove the following list of minor electives: PSCI 364, WSHD 430
- add the following list of minor electives: ESM 365, ESM 425, ESM 460, ESM 462, NAS 364, NAS 366, PSCI 306, PSCI 358. 1 or 2 electives are required to bring total units to a minimum of 18.

# **Diversifying Tenure-Track & Tenured Faculty**

## **A Case for Cluster Hiring**

**University Senate Discussion**

**28 September 2021**

**Facilitator:**

Dr. Elavie Ndura, AVP & CDO



# What Is Cluster Hiring?

- An emerging practice in higher education that involves hiring faculty into multiple departments or colleges around **interdisciplinary research topics**, or “clusters.”
- Some cluster hiring programs also aim to **increase faculty diversity** or **address other aspects of institutional excellence**, including faculty career success, collaboration across disciplines, the teaching and learning environment, and community engagement



## WHY: National Context

- ❖ **Analysis of Student demands across 76 higher education institutions revealed 6 top themes:**
  - Acknowledge history of **racism**
  - More campus **diversity** programming
  - Increased **faculty** diversity
  - Increased **diversity training for faculty and staff**
  - **Curriculum** revisions to include diverse perspectives and inclusive pedagogies
  - Increased **support services** for marginalized students, particularly mental health support

*Chessman, H. & Wayt, L. 2016. What are students demanding? In Higher Education Today- a Blog by ACE.*

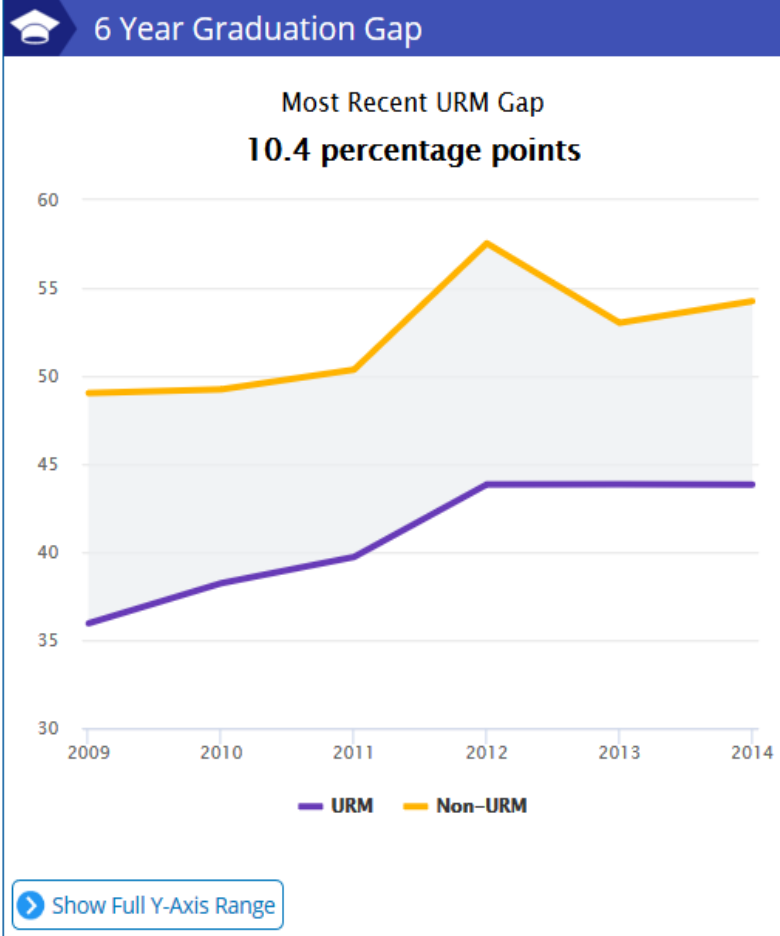


# WHY: HSU Context

## Fall 2020 Student and Faculty Ethnicity Comparison

	Students	%	Tenure-Line Faculty	%	Lecturer Faculty	%
American Indian	93	1.4%	7	3.0%	8	3.0%
Asian	186	2.9%	15	6.4%	6	2.3%
Black	332	5.2%	6	2.5%	4	1.5%
Hispanic/Latino	2,139	33.3%	13	5.5%	16	6.0%
Non Resident Alien	89	1.4%	0	-	0	-
Pacific Islander	18	0.3%	0	-	0	-
Two or more	409	6.4%	5	2.1%	9	3.4%
Unknown	384	6.0%	22	9.3%	31	11.7%
White	2,892	45.0%	168	71.2%	191	72.1%
<b>Totals</b>	<b>6,431</b>	<b>100.0%</b>	<b>236</b>	<b>100.0%</b>	<b>265</b>	<b>100.0%</b>

## WHY: Equity Gap at HSU?



### Close the Gap

If Humboldt had graduated **65 more URM Freshmen** from the fall 2014 cohort within six years, it would have closed the URM equity gap.

**65**  
URM Students to close the gap

[View Top Majors by Gap](#)



## Overarching Rationale for FCH

- Increase recruiting, hiring, and retention faculty from diverse backgrounds.
- Animate our institutional vision of inclusive excellence.
- Make demonstrable progress toward HSU's main strategic priority: **INCLUSIVE STUDENT SUCCESS**



# Right Time at HSU!

- HSU soon to become **Polytechnic Hispanic Serving Institution (HSI) & Minority Serving Institution (MSI)**.
- Current **cultural mismatch** between our faculty and student demographics elevates the **urgency** around the need to increase the numbers of faculty from historically underrepresented and minoritized groups.
- Well-positioned to utilize new faculty tenure-track & tenured hiring lines to create a **faculty whose demographics mirror the diversity of HSU students**.
- Increasing faculty diversity will help **enhance the student experience** inside and outside the classroom and **support the success and retention of existing BIPOC faculty**.





## FCH Still in Early Stages of Development

- Still in the **early stages** of development.--- **Communication Campaign**
- **No decisions have been made yet.**
- A **cross-functional and cross-disciplinary working group** has been established to facilitate the FCH planning and development processes.
- The Working Group will **consult with University departments and other stakeholders** to inform every step of the process.
- FCH Working Group's strategic thinking and planning is further informed by the **16 imperatives for effective cluster hiring & implementation** which have been articulated by the Educational Advisory Board (EAB), a research-rooted organization that seeks to “make education smarter and our communities stronger.”





## A Playbook for Effective Cluster Hiring

### 16 Imperatives for Effective Planning and Implementation



1. Link to Strategic Plan
2. Embed in Fundraising Campaign
3. Build Central Fund for Strategic Investment
4. Communicate Benefits to Stakeholders
5. Generate Cluster Criteria
6. Establish Clear and Transparent RFP and Selection Processes
7. Include Cluster Representative(s) on Hiring Committee
8. Create Balanced Search Strategy
9. Develop Cross-Disciplinary T&P Process
10. Create Statement of Expectations
11. Provide Faculty with Mentoring
12. Organize Networking Opportunities
13. Adopt Sustainable Funding Model
14. Invest in Cluster Infrastructure
15. Establish Cluster Performance Metrics
16. Institutionalize Cluster Review Process



## Diverse FCH Working Group

Dr. Simone Aloisio (AVP Faculty Affairs)

Dr. Carmen Bustos-Works (AVP Academic Programs)

Dr. Rafael Cuevas Uribe (Fisheries Biology)

Ms. Bree Gossi (APS, Faculty Recruitment Coordinator)

Dr. Elavie Ndura (AVP DEI)

Mr. Cyril Oberlander (Library Dean)

**\*Recruiting & Inviting College representatives & others**



## Feedback Gathered to Date

### OAA Leadership Team

- Research best practices.
- Clarify timeline
- Overall support the idea & look forward to engaging with process.

### Provost' Council of Chairs

- Some support the idea & others need more information

### NAS, CRGS, Ethnic Studies Council, SenEx

- Need clarity around HSU's commitment to support BIPOC & other minoritized faculty.
- Separate AB 1460 funding from Polytechnic funding.
- Trust NAS & CRGS faculty's experiences and leadership in hiring decision making.
- Slow down FCH to broadly engage faculty in planning, development, and implementation processes.



# Eager to Hear Your Thoughts!

1. What's present? What's missing?

2. Process to Product

What information do you need in order to actively engage with the FCH process?

3. More Feedback: Anything Else You Wish to Share?

Please email Elavie at [Elavie.Ndura@humboldt.edu](mailto:Elavie.Ndura@humboldt.edu)



## In Gratitude!

The FCH Working Group is immensely grateful  
for your contributions and support.

We achieve great things when we work  
**TOGETHER!**

**THANK YOU!!!**



**HUMBOLDT STATE UNIVERSITY**  
**University Senate**

**Resolution on Emeritus Faculty and Staff**

01-21/22-FAC – September 28, 2021 – First Reading

**RESOLVED:** That the University Senate of Humboldt State University recommends Section 540 of the HSU Faculty Handbook be amended to include the HSU Emeritus and Retired Faculty and Staff Association as a nominating body, and remove Faculty participating in the Early Retirement Program as ineligible.

*RATIONALE: Whereas, under the current policy, the HSU Emeritus and Retired Faculty and Staff Association is not included as a nominating body. The proposed change in wording would allow this association to nominate faculty and staff whose supervisors, department chair or dean, have since also retired. Whereas faculty participating in the Early Retirement Program are retired the new wording would allow them to be eligible for Emeritus status.*

Emeriti faculty and staff are considered an important and integral part of the university community. The University recognizes the benefits and privileges of continued participation of retired faculty and staff in the academic life of the institution. Emeritus status may be granted to any academic, administrative, staff or faculty member upon the written recommendation by a personnel committee, Department Chair, Supervisor in their academic unit or working unit, or **HSU Emeritus and Retired Faculty and Staff Association** subsequent to the approval by a majority of the University Senate.

Recommendations for conferring emeritus status shall be based upon: retirement from the California State University; having provided ten or more years of full-time service or its aggregated equivalent at this campus; and meritorious contributions to teaching, scholarship, and/or service to CSU. In special circumstances, the University Senate may award emeritus status to faculty or staff with less than 10 years of cumulative service. ~~Faculty participating in the Early Retirement Program are considered to be regular members of the faculty and therefore are not yet eligible for emeritus standing.~~

Emeritus status may be revoked by a majority vote of Senate when the title holder has been found guilty of a significant criminal offence or with fraud, or has been found to be engaged in activities which have brought disrepute to the University. Prior to such a vote, the involved individual or their representative(s) are entitled to present a written defense to the University Senate. A person whose emeritus status has been revoked may appeal to the University Senate for reinstatement, which may be conferred by a majority vote.

#### Emeritus Status – Benefits

The University should, so far as space, resources, and priorities permit, offer amenities to emeritus faculty and staff to recognize their continuing membership in the university community, including but not limited to: an invitation to join the HSU Emeritus and Retired Faculty and Staff Association (ERFSA), whereby other benefits may be sustained; listing in the program of the commencement ceremony closest to their retirement; an invitation to participate in department, school/college and university functions, such as convocation, commencement, and other celebrations; services normally extended to active faculty and staff, including an email account, , parking, and the same discounts available to active staff and faculty for use of campus recreational facilities, activities and cultural events, and resources.

Faculty and staff emeriti may place the Latin designation emeritus or emerita following the title of their highest academic or administrative position on official correspondence, ( i.e., Professor Emerita, Professor Emeritus, or Lecturer Emeritus, Lecturer Emerita, Librarian Emerita, Librarian Emeritus, Counselor Faculty Emeritus, Counselor Faculty Emerita, Coach Emeritus, Coach Emerita, Staff Emeritus, and Staff Emerita); academic faculty emeriti will be listed in a position of honor on a prominent University website and in appropriate University publications.

The University should, so far as space, resources, and priorities permit, offer amenities to assist faculty emeriti in their scholarly or professional pursuits, including but not limited to: the assignment of an appropriate office space if available and access to equipment or services; the



right to compete for research grants through the Sponsored Programs Foundation; use of the library; attendance at department faculty meetings as ex-officio, non-voting members with floor privileges; the same discounts for use of academic resources such as books and software as active faculty; eligibility for the appointment and/or election to faculty committees; and free parking.

Decisions about the provision of resources should be broadly consultative and should include officials from affected units (i.e., Chairs when Department resources are involved, Deans when college resources are involved, etc.).