

Academic Policies Committee:

Andrew Stubblefield, Chair, Faculty CNRS

Paul Cummings, Faculty, CAHS

Jena' Burgess, Vice Provost

Clint Rebik, Registrar

Su Karl, Director, Learning Center

Michael Goodman, Faculty, CAHS

Zitlaly Macias, Student Rep.

Agenda Items for Spring 2016

1. Syllabus policy – *a new website has been established – “<http://www2.humboldt.edu/academicprograms/syllabus-addendum-campus-resources-policies>”. -- Revised syllabus policy will come to Senate shortly requiring instructors to provide the link and describe what is found there.*
2. Policies regarding U-Direct course planning software implementation. –*U-Direct steering committee has created draft policy documents. They will be reviewed by APC, ICC, then to SENEX, and Senate.*
3. CSU Open Educational Resources Initiative – *will be working with Senate Executive Committee to meet 2 requirements by June 30, 2016:*
 - Adopt a resolution that states its support to increase student access to high-quality OER and reduce the cost of textbooks and supplies for students. *(to Senate on 1/26/16)*
 - In collaboration with students and campus administration, create and approve a plan that describes evidence of the faculty’s commitment and readiness to effectively use grant funds (\$50K per campus) to support faculty adoption of OER. *(to Senate by end of Semester)*
4. Policy for supervision of courses taught by undergrads. –*beginning work on this topic.*
5. Academic honesty policy revisions - online activities. –*Tabled pending input from Randi Darnall-Burke and Ben Witt.*
6. Attendance & Disruptive Behavior Policy is out of date. – *Tabled pending input from Randi Darnall-Burke and Ben Witt.*
7. Relevant items from HSU Strategic Plan. –*Tabled pending recommendations from Strat. Planning Committee.*
8. Faculty initiated drop policy – *Suggestion of removing clause “without notifying instructor”.*

9. Discussion of ways to help transfer students succeed with constraints of: high numbers of transfer units, state and federal financial aid limits, high unit majors, etc. –Possible item for later in semester.
 10. Review of existing academic policies for relevance and enforcement/enforceability. –Possible item for later in semester.
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Appointments and Elections Committee:

The General Faculty Call for Nominations, for terms beginning fall 2016, went out 1/13/16 with a subsequent 2nd notice sent on 1/19/16. Faculty members are needed to serve on numerous campus committees. There are approximately 60 positions open, and we've received around 30 nominations.

Please encourage other faculty members to consider getting involved in one of the available committees. You may nominate a colleague or self-nominate by emailing the University Senate Office (senate@humboldt.edu). Nominations are due by **Wednesday, January 27, 2016**.

Ballots will be sent out February 2nd and will remain open until February 9th.

Please visit the Committee Directory <http://www2.humboldt.edu/senate/committees> for more information about each committee. For general information on committees, see section 800 of the *HSU Faculty Handbook* via the following link: <http://www2.humboldt.edu/aavp/sites/default/files/facultyhandbook/Section800.pdf>

Constitution and Bylaws Committee:

Membership: Jeffrey Abell (Chair), Kathryn Guzman, Brian Kyte, Mary Locher, Jeremy Shellhase

Meeting Time and Location: Fridays from 09:00-09:50 in NHE 116.

- The CBC met on January 22, 2016 to address an interpretation issue brought before it by the University Senate Executive Committee. Members in attendance were: Jeffrey Abell (Chair), Kathryn Guzman, Brian Kyte and Jeremy Shellhase. Proxies were: Jeffrey Abell for Mary Locher.

In accordance with Senate Bylaws 14.0, the CBC was asked by the Senate Executive Committee to review the University Senate governing documents and determine if a sitting elected Senator may serve in an interim ex-officio role and then return to their elected position after the period of interim service. The CBC has reviewed the pertinent documents and unanimously agreed on the following interpretations:

- A member may return to their elected Senate position after a period of interim ex-officio service that is no longer than three consecutive Senate meetings;
- A member may not return to their elected Senate position after a period that is longer than three consecutive Senate meetings. However, that member may run for election to that seat again in accordance with existing terms of office and eligibility rules.

Our justifications for these interpretations are as follows:

- Senate Bylaw 12.41(b) states: "The Senate seat of an elected member shall become vacant when the member: b) becomes an ex officio member of the Senate". As there is no qualification of how

the member becomes ex officio, we concluded the acceptance of an interim ex-officio appointment would still constitute a vacancy in the formerly held seat.

- Once a vacancy is established we must hold a special election to fill the vacancy in accordance with Senate Bylaw 12.43: “Any vacancy which may occur between regular elections among elected senators to the University Senate shall be filled by a special election. Any person so elected shall represent the appropriate academic unit and shall serve the remainder of the vacated term.”
 - We considered whether service in an “interim ex-officio” role should be considered an “absence” instead of a vacancy. We concluded that if the interim service lasts no more than three meetings, the seat is simply absent. As such the bylaws would not require a special election or appointment to fill the seat of the absent Senator. However, during the period of absence, the member cannot appoint a proxy to that seat while serving in the interim ex-officio role. That violates the fundamental parliamentary law of one person, one vote.
 - We concluded that an interim service that is longer than three meetings would constitute a vacancy in accordance with Senate Bylaw 12.41(d)(i): “The Senate seat of an elected member shall become vacant when the member: is absent without a proxy for three consecutive regular meetings.” Beyond three meetings, the absence is too lengthy. The electorate’s representation on the Senate is seriously diminished. Hence, the seat would be considered vacant and a special election would be held to fill the seat in accordance with
 - We unanimously agreed that, if directed by the Senate, the CBC would draft and bring forward as resolutions, modifications to the bylaws that would allow: 1) elected Senators to return to their seats after serving interim ex-officio positions; and 2) allow for appointments of interim Senators to fill the vacated seat during the period of interim ex-officio service.
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Faculty Affairs Committee:

The Faculty Affairs Committee will have its first meeting of the semester on Monday, February 1st, at 11:00 am in NHE 119.

We will shortly and at long last be bringing forward the revised IP policy, as well as a detailed plan and schedule for addressing the issues re: student evaluations which will be the focus of our work this semester.

Integrated Curriculum Committee:

The ICC continues working on:

- Curriculum Proposals
- Revisions to the PREP process and WASC Core Competency Assessment.
- Update on the Probationary Status for Rangeland Resources/Wildland Soils: Senate Resolution 12-09/10/EX from Nov. of 2009 recommended a four-year probationary continuation of the RRWS program dependent upon the program’s success at meeting benchmarks that were to be negotiated between the Dean, the Department, and the Provost. If those benchmarks were not met, the ICC was to automatically recommend to the Senate that RRWS should be discontinued. RRWS has done well

enough at meeting those benchmarks that the ICC is not recommending discontinuation. It is our understanding, however, that the College of Natural Resources and Sciences will continue to work with RRWS to identify and implement appropriate measures to ensure the program's continued viability.

Administrative Affairs:

Quarterly Senate Report attached

University Advancement:

Spring Semester Update attached

HUMBOLDT STATE UNIVERSITY
Administrative Affairs' Written Report for University Senate
January 26, 2016

Vice-President's Office/Division-Wide

- Forward the mission and goals of the University and CSU:
 - Charged the Climate Action Plan Committee to develop a Climate Action Plan for HSU.
 - Charged task force with developing a process to align strategic budgeting with annual budget allocation process across the university.
 - Refine the planning, goals, and accountability process (PREP) with focus on developing an annual assessment plan using key performance indicators (KPIs). Scheduled a half-day workshop with Institutional Resource and Planning (IRP) and division leads for December.
 - Participate in strategic plan implementation. Leading Goal 4 of HSU Strategic Plan efforts.
- Improve teamwork within the unit and across the University:
 - Enhance professional development and expand VP leadership team's leadership skills. Working with division leadership on understanding *Good to Great* and *Great by Choice* information from the Jim Collins books.
 - Develop and improve policies and procedures.
 - Working on a New Employee On-boarding process and checklist that begins with justifying the position through the employee's successful first year.
 - Developing a Centralized Subpoena Coordination process with key campus and OGC stakeholders with Spring 2016 implementation.
 - Provide excellent customer service, including updating our websites' design and content to better serve our campus community. Web sites movement to Drupal are expected to be completed the week of December 1 and additional customer-centric changes are expected to be completed in the coming year.
 - Increase transparency, collaboration, and accountability across the HSU community by embracing collaborative problem solving and inclusive communication that begins to break down silos and creates a climate of trust, respect, teamwork, and integrity.
 - Be a champion for social justice by looking for ways to continue the conversation around unconscious bias and diversity that will create a culture on campus that is inclusive, welcoming, and celebrates multiple perspectives.

Business Services Unit

(Reorganized unit management by folding the Associate Vice President position after the retirement of the incumbent. Managers report directly to VP. Managers are working on revising goals and outcomes to align with HSU's strategic plan and goals.)

Goal 1: Develop interfaces with students, families and the community in Spanish to support our institution designation as a HSU and support diversity and student success.

- Contracts, Procurement, and Risk Management (CP&RM): Train various staff within the Emergency Operations Center (EOC) Call Center to be able to communicate in Spanish. In the process of identifying staff that would be willing to work the EOC Call Center. Once we have identified staffing needs, determine which staff would be interested in learning Spanish. Currently reviewing SkillPort to see if there are any training modules available for staff.

Goal 2: Review and update its major operating procedures to ensure they are consistent with the strategic goals of the University.

- CP&RM: In Process: Effectively Manage Delegation of Authority Policy by Position for MPPs & Department Chairs, Central Events Live25, and Risk Management & Safety Services (RM&SS) Campus-wide Injury, Illness & Prevention program guides.

- Payroll: Completed: Labor Distribution Process and Request Time Administration Process guides. In Process: Pay Adjust Process, Nolij-Archived historical payroll documents, and SPF Medical Bill Process guides.
- Student Financial Services: Reviewing and updating major operating procedures with focus on streamlining, moving to paperless format, and creating “self-service” opportunities.

Goal 3: Provide all staff with professional development and training opportunities for staff development to enhance knowledge of functional area topics. Develop the 2016-17 training plan that will align with the University strategic plan.

- Accounting: Created individual training plans and participating in trainings.
- CP&RM: Assigned a variety of CSU function-specific and advanced Excel and Word training.
- Payroll: In Process: Attend North Coast Employers Advisory Group Employment law workshop pertaining to California wage and labor law (membership starts in January), cross training within Payroll Department, and Payroll staff will review Glacier Non-Resident Alien tax reporting webinar trainings.
- Student Financial Services – In process including, training activities that have provided opportunities to collaborate with fellow CSU’s in their functional areas and share best business practices.

Additional activities of note:

- CP&RM: Implemented CSU / Staples office supply ordering web site in October and automated Travel Authorization process is anticipated to go live in January.

Facilities Management Unit

(Note: As with other Administrative Affairs departments, as guides, policies, etc. that are applicable to the campus are completed, they will be published to Facilities Management’s website.)

Goal: Streamline Processes to Capture Efficiency & Increase Consistency, Transparency & Accountability

- Objective: Develop Workflow Improvements & Documentation to Streamline Services & Efficiencies (35% Complete) Development of project and work order process and flow charts underway.
- Objective: Develop Protocols to Successfully Guide Projects 35% Complete. Developed checklists for Major Tasks. Developing Standard Operating Procedure Concerning Definition and Management of Projects including Applicable Project Management Fees. Plan to Update University Capital Project Management Plan.
- Objective: Improve Periodic Maintenance for Buildings & Campus Systems 35% Complete. Transferred existing periodic maintenance work orders into AIM. Working on prioritization process and ensuring that they meet appropriate maintenance standard. Planning on revising those orders based on new definitions and standards.

Goal: Improve the Customer Interface to Ensure Services are Transparent & Supportive of the Campus

- Objective: Implement Initiatives to Ensure Services are Transparent 25% Complete. Working on a comprehensive update of the Facilities Management website.
- Objective: Improve Campus Space Management & Utilization 25% Complete. Campus adopted a Space Management policy and regulation. Conducting space audits for designated buildings. Planning to develop protocol for reporting and managing space changes within campus space management software solution (FacilitiesLink).
- Objective: Develop Guidelines for the Provision of Maintenance & Operation Services 35% Complete. Assigning maintenance level definitions to each building and Landscape Zone as well as custodial care definitions. Developing maintenance service level agreements for non-state and 100% fee support organizations.

Goal: “Sharpen the Saw” to Increase Deep Knowledge within the Organization & Modernize Systems for Efficient Delivery of Services

- Objective: Replace Existing Computerized maintenance management system (CMMS Software) 65% Complete. Updating and transferring information/data into AIM. Developed new integrated customer service request web page. Training underway.
- Objective: Implement Initiatives to Further Operationalize Sustainability into Facilities Management Functions 30% Complete. Facilitating achievement of Green Workplace certification for other departments. Developing Climate Action Plan, and working to attain Tree Campus USA status.
- Objective: Develop Personnel Training Plans with Focus on Interdependencies & Skill Achievement 30% Complete. Training plan developed for FY15/16. Additional training for staff being researched.

Goal: Maintain the Physical Endowment to Ensure the University is Capable of Delivering Its Core Programs & Services Today and in the Future

- Objective: Prioritize Completion of Periodic Maintenance Work Orders 40% Complete. Developed updated definitions for priorities associated with completion of work orders. Planning to refine deployment of resources to ensure completion of periodic maintenance work orders. Developing management dashboard in AIM to allow conscious understanding of resource deployment.
- Objective: Implement Strategies to Improve Operational Efficiency & More Effective Assignment of Work 50% Complete. Participating in APPA Facilities Performance Indicator Survey. Training managers in AIM on resource deployment and resource loaded scheduling.
- Objective: Pursue Initiatives to Improve Campus Utility Efficiency & Management 35% Complete. Reviewing contract language for PG&E's Sustainable Solutions Turnkey Program. Implementing PG&E large integrated audit program. Implementing Chancellor's Office-funded energy efficiency projects. Supporting Advancement's efforts to promote Green Fund.
- Objective: Develop a Prioritized Plan for Renovation of Fire & Life Safety Building Components 50% Complete. Prioritized replacement/renovation for Fire Alarm Systems. Analyzing priorities for replacement/renovation for elevators. Analyzing electrical loads and equipment connection needs for emergency generators.
- Objective: Pursue & Implement Campus Projects 30% Complete. Implementing Library Seismic project. Conducting additional planning for Jenkins Hall project. Developing design RFPs for other Chancellor's Office-funded projects.

• **Parking & Commuter Services**

Goal: Adopt & Implement Regulations, Policies and Procedures to Streamline & Modernize Operations While Increasing Service to the Campus

- Objective: Adopt & Implement Regulations 80% Complete. Regulations updated. Working toward implementation in Spring 2016.
- Objective: Adopt & Implement Operational Standards 30% Complete.
- Objective: Adopt & Implement Operating Procedures 30% Complete.

Goal: Improve the Campus Interface through Transparent & Readily Available Information and Customer-Focused Communications

- Objective: Implement Initiatives to Ensure Services are Transparent 80% Complete. Implemented a comprehensive update to the website. Developing a services handbook.
- Objective: Ensure Information is Readily Available to the Campus Community 30% Complete. Updating website with Parking & Transportation Committee agendas and meeting minutes, budget, and other informational data...

Goal: Implement Service Improvements to Increase Alternative Transportation Options

- Objective: Improve & Expand JackPass Program 80% Complete. Negotiated with transportation agencies to expand JackPass routes.
- Objective: Investigate Other Alternative Transportation Options 30% Complete. Managing Zipcar and Zimride programs. Developing carpool transportation options.

- Objective: Implement Improvements to Increase Use of Alternative Transportation 25% Complete. Repaired crosswalks. Developing sidewalk repair and pedestrian safety streetlight projects.

Goal: Modernize Management Systems & Improve Use of Technology to Deliver Services & Programs

- Objective: Develop Business Plan 25% Complete. Framework developed. Collecting data.

Goal: Maintain, Improve & Expand Existing Facilities in a Sustainable Manner

Objective: Improve Existing Facilities 50% Complete. Installed improvements and increased number of stalls available. Evaluating other lots for re-alignment to increase number of stalls. Developing plan for additional pavement improvement projects.

University Budget Office

Goal 1: Provide leadership to the institution by properly stewarding resources and aligning them with priorities

- Provide leadership and support in developing strategic budgeting framework (In progress)
- Establish an integrated resource request and allocation process connected to assessment (In progress)
 - Task Force has been established – End of Feb 2016 Deadline
- Implement Questica (Budgeting tool) to increase campus access to budget information and to provide a better resource for holistic, multi-year planning and forecasting – spring 2016 roll out (In progress)
 - Integrations and budget exports complete
 - Running parallel with former Access system
 - Reports in development
 - Documentation and user guides have been developed
- Revamp management reports and dashboards to streamline preparation and improve value to the campus (In Progress)
- Provide support to campus in development of five year business plans
 - Create financial plan template (Complete)
 - Partner with self-supports to develop and review five year financial plans (Ongoing)
- Redesign Budget Book to establish a more strategic focus (In progress)
 - Develop one-page budget infographic (In progress)

Goal 2: Improve campus understanding of budget and financial concepts (through training, process improvement and communication)

- Revamp website to improve customer interface (In progress)
- Develop interactive HSU budget guide – First phase by end of December (In progress)
- Champion administrative process improvement initiatives
 - Wooden Nickel Project
 - Cost Allocation – recommendation by end of Jan 2016 (In progress)
 - Internal Chargebacks (In progress)
 - Release time billing and revenue distribution process (In progress)

Goal 3: Solidify core functions and services (In progress)

Goal 4: Pursue research and professional development opportunities to enhance expertise, generate ideas, build networks, and leverage best practices

- Establish department professional development plan (Complete)
- Expand CSU network
 - Participate in system-wide committees and present at CSU conferences (In progress)
 - Partner with other campuses to leverage best practices – Had day-long budget meeting with Sonoma to brainstorm ideas and share knowledge and processes (Complete)
- Incorporate brainstorming sessions into weekly team meetings (In progress)
- Improve understanding and promote social justice, diversity and sustainability (In progress)

University Center

Goal: Work with Facilities Management to identify priorities and strategies for the continued development of Dining Services venues, both new and established.

- Objective: Plan for design improvements for the Depot
 - Phase 1 – Seating area refresh and furnishings upgrade
 - Phase 2 – Server and restroom upgrades
- Objective: Complete design and construction on College Creek Marketplace refrigeration
- Objective: Identify possible locations for mobile food service venues
- Objective: Work with Housing to develop plans for expanded service in the bottom floor of the JGC / Cupboard area for Fall 2016 opening.

Goal: Enhance professional development opportunities for Dining staff.

- Objective: Establish professional development goals and opportunities for senior Dining staff
 - Develop goals and plans for senior staff (Completed)
 - Provide funds to accomplish goals including training, conference travel, etc.
- Objective: Improve Training and Learning Opportunities for Dining staff
 - Work with Executive Chef consultant to assess training and learning opportunities for Dining staff (Consultation completed)

Goal: In support of the University's commitment to sustainability, continue to develop, implement, and promote measures that increase Dining Services' environmental sustainability.

- Objective: Develop system for composting food waste and other compostables
 - Work with campus sustainability programs to identify equipment necessary (Completed)
 - Develop and deliver signage and education plan at consumer level
 - Continue to identify methods and products that will reduce waste at the pre-consumer level.
- Objective: Reduce energy consumption
 - Identify lighting and equipment that will result in significant reduction in energy use
 - LED lighting replacement where possible (J nearly complete)

Goal: Purchase equipment and do venue improvements for use at large-scale concerts in the West Gym

- Objective: Purchase a supplemental sound system for CenterArts productions
- Objective: Purchase crowd control barricades
 - Completed. Barricades purchased and operational
- Objective: Install electrical upgrades

Goal: Work with HSU Facilities Management on a ten-year plan to address the University Center's Facility Condition Assessment Report.

- Objective: Complete Prioritization for Projects Identified in Report
- Objective: Incorporate projects related to programmatic changes in the UC

Goal: Work with the campus and the Event & Conference Working Group to support future growth in Conferences and Event Management.

Goal: Work with campus units including Risk Management to facilitate centralized campus scheduling

University Police Department

- 2015-2016 Focus
 - Prevent crime, reduce the fear of crime, and improve the quality of life for the HSU community.
 - Develop stronger bonds and improved collaboration between the HSU community and the Police Department.
 - Augment education and crime prevention training across the campus.
 - Advance best practices for a safe and viable community.

HUMBOLDT STATE UNIVERSITY ADVANCEMENT
SPRING SEMESTER UPDATE FOR THE UNIVERSITY SENATE
JANUARY, 2016

HIGHLIGHTS:

We received \$7,079,640 in contributions from more than 6,600 donors during the fiscal year ended June 30, 2015. Unrestricted contributions were \$281,000 of the total and \$1,269,372 was for permanent endowment including a second \$1.0 million endowment contribution by the Bernard J. Osher Foundation to support the HSU Osher Lifelong Learning Institute.

The University has 52,240 alumni of record, 29,844 of whom were solicited. 3,035 alumni made contributions for a gross participation rate of 5.8%

The Humboldt Investment Pledge continues to gain recognition and the Humboldt State University Advancement Foundation is divesting its institutional funds from fossil fuel investments and is launching an initiative to fund green program related investments. The Foundation has become a signatory to the United Nations Principles of Responsible Investment, only the seventh University in North America to do so.

A charitable bequest of more than \$200,000 from the estate of alumnus Malcolm Buchanan is providing support of the university library. Buchanan was a career educator who fondly remembered working as a student at the library.

The Advancement Foundation continues to monitor the investment performance of the endowment. For the year ending June 30, 2015, the endowment earned a positive net total return of 1.72% which, although ahead of its benchmarks, was disappointing compared to the double digit returns of the past few years. For the first half of the current fiscal year the endowment is down 2.9%. The investment objective of the endowment is to provide a stable level of financial support for University programs and its investments are heavily weighted toward equities, which magnifies the impact of turbulence in the stock market.

OVERVIEW OF UNIVERSITY ADVANCEMENT:

The purpose of Humboldt State University Advancement is to enhance the reputation and standing of the University and to maximize voluntary support that is responsive to the priority needs of the University, in both the short term and the long term, in ways that are fulfilling to both contributors and volunteers. Our vision is that all alumni, campus partners, and others who care about the institution are engaged in meaningful relationships in support of Humboldt State University.

University Advancement plays a key role in the implementation of the 2015-20 strategic plan which calls for a significant expansion of external partnerships in support of the University. The management and cultivation of constituent relationships for the long term is our top priority with

an emphasis on the quality of our donors' experiences. The transition from traditional fundraising to a donor centered approach is building a culture of philanthropy on campus.

Humboldt State University Advancement encompasses five key initiatives on behalf of the University: Marketing and Communications, Alumni and Engagement, Philanthropy, KHSU-FM, and Humboldt State University Advancement Foundation:

Marketing and Communications – Humboldt State's people are at the heart of what we do. We share stories about their aspirations and successes. Through them we tell the larger story of our University. Our goal is to create stronger connections between Humboldt State University and our extended family including prospective students, current students, faculty and staff, alumni, benefactors, and the community.

Alumni and Engagement: "Forever Humboldt" – Alumni and Engagement, which we have branded "Forever Humboldt," fosters a strong and dynamic community of lifelong supporters and provides opportunities for engagement for all individuals, alumni and non-alumni alike. In addition to traditional alumni relations programs, our supporters participate in many areas of Humboldt's educational and service missions which encourages them to be lifelong members of a community that spans time and distance.

Philanthropy – The Office of Philanthropy is responsible for all fundraising programs for the University, including annual giving, mid- and major-level giving, planned giving, prospect research, gift processing and stewardship, and soon corporate and foundation relations. The Office of Philanthropy works with the Humboldt State University Advancement Foundation as well as our Deans and other University leadership to increase private charitable support for the University's initiatives.

KHSU-FM – KHSU is our community-supported, non-commercial public radio station, licensed to, supported by, and located on the Humboldt State University campus. KHSU broadcasts a diverse mix of programs to a population of about 135,000 people throughout Northwest California and Southwest Oregon. Our newly licensed radio station KHSM-FM provides a 24-hour news and information service for the region.

Humboldt State University Advancement Foundation – The Humboldt State University Advancement Foundation serves the University by stewarding and deploying financial assets on behalf of the University, raising new charitable contributions for the University, and advocating in favor of the University. An independent Board of Directors provides advocacy to increase charitable giving as well as expertise and fiduciary oversight to manage the endowment and other charitable funds.

PRIMARY GOALS OF UNIVERSITY ADVANCEMENT:

1. Create a campus environment that understands and appreciates philanthropy, eschew transactional fundraising, and educate the campus about the advantages of this paradigm shift.
2. Build a tightly integrated program of constituent and alumni engagement that provides multiple opportunities for meaningful engagement to alumni and constituents and encourages deeper involvement in the University with the objective of building lifelong relationships in support of the University.

3. Build a base of loyal and consistent donors, regardless of level, by using mass customized approaches to provide attention and service appropriate to the level of the contribution, regularly upgrade supporters and convert them to multi-year sustaining donors, and strengthen the capacity to capitalize on major gift opportunities as they arise.

Objective One: Provide opportunities for meaningful engagement locally and beyond

The University must be intentional about engaging its constituents, especially those residing outside the Humboldt County area. While the University's recruitment efforts have focused on distant students, the engagement of supporters and potential donors tended to be more locally focused. In collaboration with the field staff of the Admissions Office, we are increasing our outreach to alumni and supporters across the State. Unlike traditional alumni events, which tend to be mere social mixers, we program our events to deliver compelling messages and information about the University and to include specific calls to action and opportunities for further engagement.

We have branded this initiative "Forever Humboldt" to differentiate it from traditional alumni relations and signify a welcome for everyone, alumni and non-alumni alike, in support of Humboldt State. The results have been very positive. Relationships established and intelligence gathered via these efforts is preserved and collated in a centralized constituent relationship management database and Office of Philanthropy staff follow up individually and in groups to reinforce and deepen these relationships.

Objective Two: Focused fundraising efforts

Humboldt State University is challenged by a lack of well-qualified major gift prospects. Previous efforts to deploy field development officers in search of major gift prospects produced disappointing results and proved to be too costly in relation to prospects identified and new contributions secured. Compounding this challenge is our remote location, the attendant costs of travel, and the wide dispersion of our alumni, making traditional face-to-face prospecting highly inefficient.

In order to overcome these obstacles we have developed new ways to identify, cultivate, and build donor relationships from a distance. We believe that our best opportunity for success is in carefully segmenting our efforts into three distinct target audiences: mass market, mid-level donors, and major gift donors.

Humboldt State has long had an impressive annual giving program, regularly leading the entire CSU in the percentage of alumni who give each year. Building on this strength we have implemented a new on-line giving facility and are actively driving donors toward sustaining and continuous giving opportunities.

The largest potential for Humboldt State lies in our mid-level group, those capable of making an annual contribution of one- to ten-thousand dollars but not at the major gift level. For this mid-level pool we have implemented a program of one-to-one assigned staff relationship managers who will cultivate and develop these prospects from a distance using mass customization techniques.

Humboldt State's threshold for a "major gift" is considerably lower than other institutions, and the number of qualified prospective donors at this level is only a few hundred. We reserve our best face-to-face relationship management efforts for this level.

Objective Three: Create a culture of philanthropy

The campus continues to grapple with the role of philanthropy and the relationship of donors and fundraising to the University. Misgivings and qualms stemming from incidents involving advancement employees from many years ago continue to impede the acceptance of University Advancement and contribute to a reluctance to embrace charitable donors as partners rather than mere sources of revenue. Campus support and enthusiasm for fundraising has been diluted by slow growth in tangible results even as the Division was perceived to be increasing its presence.

Building a culture of philanthropy where donors are welcomed as partners rather than viewed as revenue is an essential step toward ensuring that all donors are generous in relation to their means. We are taking several steps to advance a campus culture of philanthropy:

- Build trust in University Advancement by developing reasonable and clear procedures and guidelines and ensuring that campus users understand them and the reasons behind them.
- Involve others, especially faculty and academic leadership, in the cultivation, solicitation, and stewardship of charitable contributions in order to provide first-hand experience with donors.
- Tell stories about specific items made possible by charitable contributions in order to make concrete the impact of charitable gifts.
- Provide quick and accurate service to others on campus, especially the recipients of charitable contributions, and provide complete explanations in order to demystify philanthropy.

Objective Four: Enhance the institutional brand

Humboldt State enjoys significant name recognition and high positive association, however the University has suffered from a lack of a cohesive and coherent brand image and messaging. Working with a branding consultant we have developed a strategic branding initiative and brand guidelines. This work is supportive of the priorities identified in the strategic plan, including student recruitment and retention, development activities, grant-seeking activities, constituent engagement, and internal communications.

Brand guidelines including a user-friendly brand platform designed to encourage easy adoption by campus departments and units will be rolled out to the campus during the Spring semester.

We are completing legal work to trademark the Humboldt State logo and brand identity and will implement a licensing program next year. Although licensing is not anticipated to provide significant revenue, it is an important step in protecting and extending the University brand value.

During the current year we will complete the first inventory of the University's various external relations efforts, identify strengths and gaps, seek opportunities for collaborative work among departments and divisions, and begin to hone a coordinated and cohesive external voice for the University.