

# HUMBOLDT STATE UNIVERSITY

Preliminary outline for strategic planning process: Launching the second century.

***Goal:***

To develop a strategic plan for Humboldt State University that includes broad involvement and that results in a dynamic plan that can be effectively used to guide other planning efforts. A successful process will result in a shared understanding of where the University is headed, and the result will drive subsequent planning for enrollment, budget, facilities, academics, athletics, housing, student life, and other aspects of the institution.

***What success looks like:***

Success will be having a completed strategic plan by the end of the academic year that is succinct, widely supported, and useful to the University community in making decisions about budget, facilities, and other aspects of the institution's future.

***Context:***

The context for the plan will be within the framework of the University's mission and vision statements and the values that are shared by the University community.

The plan must also align with the California State University System's strategic plan, which was developed in 2008 and reiterated in the *Access to Excellence* Progress Report that was presented to the CSU Board of Trustees in May 2014. (<http://www.calstate.edu/accesstoexcellence/executive-summary-2011>)

The original plan identified the following primary goals:

- Increase student access and success;
- Meet state needs for economic and civic development, through continued investment in applied research and addressing workforce and other societal needs; and
- Sustain institutional excellence through investments in faculty and staff, innovation in teaching, and increased involvement of undergraduates in research and in their communities.

***Expectations for the result:***

- The strategic plan will identify three to five major goals for the University to be pursued over the next five years.

- The time period to be covered is 2015-2020.
- The plan will include measures of success, the individual (position) responsible for overseeing the implementation, and any resources required to ensure the implementation.
- The final document will be no more than 25 pages in length (additional resources may be posted on the website), and it will be reproduced in a “pocket” format so that every member of the University community has a copy.
- Beginning in June 2016, an annual update will be prepared by the President’s Office to summarize progress toward the goals outlined in the strategic plan; these updates will be included on the website, too.

### ***Logistics:***

- The Strategic Planning Steering Committee will meet on alternate Tuesdays, between 3-5 p.m., on the weeks when the University Senate does not convene.
- An administrative assistant will be assigned to each goal group to facilitate their efforts, including scheduling meetings and taking minutes.
- Minutes from the meetings will be posted on a strategic planning website.

### ***Context:***

Humboldt State’s Strategic Plan for 2015-2020 will build on goals that have evolved through previous strategic planning processes in the last decade. These goals reflect some important themes, a number of which continue to be critical for the University’s future.

HSU Strategic Plan 2004-2009	Cabinet for Institutional Change (February 2010)	HSU Priorities 2012-2016
<i>Goals</i>	<i>Focus areas</i>	<i>Priorities</i>
Academic excellence	Vision	Student success
Community of student scholars	Campus governance	Enhancing revenue
Cultural richness	Student success	Advancing HSU’s vision
Fiscal resources and processes	Collegial, respectful, and responsive community	
Infrastructure	Cultivate evidence-based decision-making	
Intellectual underpinnings		

### ***Structure***

The initial structure will be organized around a steering committee and three task forces.



### ***Strategic Planning Steering Committee***

The Steering Committee will include the chairs of standing committees in the University Senate and draw from the shared-governance structure of HSU.

#### **Composition:**

*Admin support Kay Libolt*

Dr. Noah Zerbe (co-chair), Chair, University Senate, and Chair and Professor of Politics

Dr. Lisa A. Rossbacher (co-chair), President

Dr. Julie Alderson, Chair, University Senate Faculty Affairs Committee

Mr. Ricky Bruce, Chair, Constitution and Bylaws Committee and staff, College of Arts, Humanities, and Social Sciences

Mr. Jerry Garcia Dinzes, President, Associated Students, Inc.

Dr. Erick Eschker, Professor of Economics and co-chair, University Budget and Planning Committee

Dr. Monty Mola, Chair, University Senate Academic Policies Committee and Chair, Physics

Ms. Cindy Moyer, Chair, Integrated Curriculum Committee

Dr. Benjamin Shaeffer, CFA/HSU Chapter President

Dr. Jenny Zorn, Interim Provost and co-chair, University Budget and Planning Committee

**Charge:** The Strategic Planning Steering Committee will be responsible for overseeing the planning process, coordinating and integrating the recommendations

from the task forces into a final report, and assisting in keeping the University community informed about progress in the planning process.

***Overall charge to the Steering Committee and Task Forces:***

Humboldt State University has evolved over the last 100 years – and particularly over the last decade – into an institution that is known for the high quality of its academic programs, the diversity of its student population, its connection with the surrounding environment, and the balance of sciences, arts, and professional programs. As the University begins its second century, the time is right to develop and articulate a shared direction for the University's future.

The planning process will incorporate the work of a steering committee and three task forces, with associated working groups, as needed. The three major areas of focus are:

1. Increasing student success and academic excellence;
2. Ensuring resources to fulfill the University's mission; and
3. Supporting an inclusive and diverse community.

The Steering Committee will be responsible for the overall planning process, including the preparation of the final version of the strategic plan. This group will integrate the recommendations of the task forces, prioritize the recommended initiatives, assess the financial needs to implement the plan, and consider ways to fund strategic initiatives.

The task forces will be responsible for identifying specific objectives and initiatives to pursue the strategic goals, determining the necessary resource requirements, proposing priorities, and recommending responsible individuals and timelines for next steps.

Engaging the University community is a high priority, and the Steering Committee and each Task Force should hold at least one open forum to collect comments and opinions from faculty, staff, students, alumni, and other supporters. Members of the University community should also be invited to provide written suggestions to the committee and task force chairs. All written reports and recommendations from the task forces will be posted, in draft format, on the strategic planning website, and members of the community will be invited to comment prior to the completion of any report.

Task Force reports should be sent to the Strategic Planning Steering Committee by February 27, 2015. The reports are expected to be between one and five pages in length, and they should include background information on the issues, identified goals, recommended initiatives, and any resource requirements. The Steering Committee will integrate the task force recommendations and financial plans.

This process will be invaluable in helping us make decisions about HSU's future that will strengthen our community, increase our resources, and determine our own fate, in the context of our unique role within the California State University.

Each task force will be responsible for identifying goals and initiatives in the referenced area, determining the resource requirements of the goals and initiatives, and setting priorities among the recommended goals and initiatives.

### ***Task Force on Increasing Student Success and Academic Excellence***

#### **Composition:**

*Administrative support: Paula Petersen*

Dr. Scott Paynton (co-chair), Associate Dean, CAHSS

Dr. Beth Eschenbach (co-chair), Faculty Environmental Resources Engineering

Dr. Rhea Williamson, Dean of Research, MPP

Dr. Peg Blake, VP Enrollment Management & Student Affairs

Dr. Ramona Bell, Faculty CRGS

Dr. Nancy Vizenor, Faculty Business

Dr. Dale Oliver, Faculty Math

Student – Juan Cervantes

Ms. Kristen Stegman-Gould, Creative Director, Marcom, Staff

#### **Charge:**

In addition to the general charge to the Task Forces, the Task Force on Increasing Student Success and Academic Excellence should also consider the following questions, as well as other that may arise during the deliberations:

- Two important measures of student success are retention and graduation rates. What evidence/data have we utilized to understand the cause of HSU's relatively low rates, and what additional information do we need to address this goal?
- A key to attracting more students who will be interested in HSU's unique program mix and who will be successful on those programs will be important in our efforts to increase student success, increase resources, and build community. How do we increase the name recognition and visibility of Humboldt State University beyond the local region, to include the entire State, nation, and world?
- How does the goal of sustainability connect with the University's strategic goals?
- What are the optimal enrollment targets that balance quality education, funding sources, and space?
- HSU has started several initiatives regarding eLearning and Distance Education. What is the strategic role of these pedagogies in HSU's future, and

how do we ensure student success in these courses and programs? In what additional ways does technology play a role in academic success?

- Along with many other colleges and universities, HSU has some significant challenges regarding alcohol and substance abuse among the student population, which has a direct impact on student health and academic success. Given existing initiatives, are there additional or different activities that can be explored to reduce alcohol and substance abuse on campus?

### **Task Force on Ensuring Resources to Fulfill the University's Mission:**

#### **Composition:**

*Administrative support: Julie Tucker*

Dr. Rick Zechman (co-chair), Associate Dean, CNRS

Dr. Hari Singh (co-chair), Chair, School of Business

Dr. Alex Hwu, AVP, College of eLearning and Extended Education

Mr. Craig Wruck, VP University Advancement

Dr. Amy Sprowles, Faculty Biological Sciences

Dr. Steve Hackett, Chair, Economics

2 Students: Evan Johnson and Sarah West

Mr. Volga Koval, Director Academic Resources, Staff

#### **Charge:**

In addition to the general charge to the task forces, the Task Force on Ensuring Resources to Fulfill the University's Mission should consider the following questions as well as others that might arise during the deliberations.

- It is clear that State support of higher education will not return to the levels of the early years of the CSU. We must consider other revenue sources to help the University meet its educational objectives. Please identify initiatives that will expand funding, including strategies that could yield results over time and specific examples that we can implement immediately.
- What best practices exist at other CSU campuses (and elsewhere) to increase fundraising in ways that would be consistent with HSU's goals?
- HSU is known for having a relatively large percentage of alumni who support the University. How can we leverage this connection?
- Intellectual property is becoming an increasingly important form of support on other CSU campuses, and we now have access to IP lawyers. What role could this source of revenue play at HSU?

**Task Force on Supporting an Inclusive and Diverse Community:****Composition:**

*Administrative support: Lura Holtkamp*

Dr. Mary Glenn (co-chair), Associate Dean, CPS

Ms. Kris Patzlaff (co-chair), Faculty Art

Dr. Susan Marshall, Faculty Forestry & Wildland Resources

Dr. Steven St. Onge, Director Housing, MPP

Ms. Joyce Lopes, VP Administration & Finance

Dr. Renée Byrd, Faculty Sociology

Dr. Jayne McGuire, Faculty Kinesiology & Recreation

2 Students: Graciela Chipres and Naomi Waters

Ms. Melissa Meiris, Diversity and Inclusion, Staff

**Charge:**

In addition to the general charge to the task forces, the Task Force on Supporting an Inclusive and Diverse Community should consider the following questions as well as others that might arise during your deliberations.

- We are proud of the great progress the University has made in diversifying the campus over the last ten years. We must continue to embrace the role diversity plays in accomplishing our educational, research, and community service missions. Given our current initiatives and our data on student, faculty, and staff diversity, please evaluate the state of the University's diversity initiatives. Should we consider pursuing different and/or additional initiatives? What are the special challenges in our community and how do we best address these challenges?
- Many of our programs play a special role in fostering diversity. How can we support the educational and research missions of academic programs that foster diversity on our campus?
- One of the most significant benefits of diversity to our campus is the opportunity for individuals to interact with others from different backgrounds. Are there initiatives we can undertake to enhance opportunities for interaction and integration?
- How can we clearly and effectively communicate about our diversity initiatives on and off campus so that members of the community are informed of our programs and their impact?

Timeline:

September 23, 2014 President's Cabinet discusses draft process; University Senate and Executive Council discusses draft process.

September 30, 2014 Full University Senate discusses draft process

October 7, 2014 Task Forces appointed

February 27, 2015 Task Force reports are submitted to the Steering Committee. Reports should include background information on the issues, identified goals, recommended initiatives, and any resource requirements.

March 31, 2015 The Steering Committee will integrate the task force recommendations and financial plans. These will be posted on the HSU website with an invitation to comment and provide additional input.

May 1, 2015 The Steering Committee finalizes the strategic plan.

Revised 9/30/14