

REPORT FROM THE WASC VISITATION TEAM

Key Points and Action Items

KEY POINTS made by the Visitation Team

- HSU has generally met the Four Standards for Capacity and Preparation.
 - HSU's Capacity and Preparatory Review Report is correct in stating that the campus has "a core of values around which there is broad consensus..." However "... it has been difficult to achieve clarity as to how these values should be realized in institutional structures and processes." Specifically:
 - There are too many committees for an institution of our size.
 - Budgeting and decision-making processes are complicated, and they favor the status quo over strategic priorities.
 - Curricular oversight is fragmented and incomplete.
 - The lack of an institution-wide structure for coordinating and analyzing data hampers our ability to understand problems.
 - The success of HSU will require fundamental changes to our culture. HSU must:
 - unite around a common vision,
 - develop processes and structures for making decisions about how to achieve that vision, and
 - use data for planning and evaluating progress toward that vision.
- ♦ at least one student learning outcome for each General Education Area
 - ♦ student writing proficiency
 - ♦ effectiveness of activities supporting underrepresented students
 - ♦ student achievement of the HSU Outcomes (the learning students have demonstrated as well as what they are prepared to do)
 - Quality Improvement data showing improvements in business operations
 - Emphasis on program prioritization, including making resource decisions based on campus priorities
- A clear plan for institutionalizing the HSU Outcomes
 - A better structure for curriculum oversight, especially in General Education
 - Progress toward improving the success of underrepresented students:
 - additional support (e.g., an Office/Director of Diversity, Equity and Retention)
 - expansion of unit-level activities.
 - A comprehensive revision of budget planning and management (assistance of an outside facilitator is strongly recommended)
 - Development of revenue sources, including targeted marketing efforts and additional investment in fundraising

ACTION ITEMS

For the WASC Educational Effectiveness Review, now scheduled for Spring 2010*, the Visitation Team expects the following:

- Progress toward developing a culture of evidence
 - Assessment results, along with evidence that the results have been used to improve student learning:
 - ♦ at least one student learning outcome for each major program

* Due to the challenges presented by some of the issues we must deal with, the Visitation Team is suggesting that WASC delay HSU's Educational Effectiveness Review until Spring 2010, rather than conducting it in Fall 2009 as originally scheduled.

