HUMBOLDT STATE UNIVERSITY

Change Steering Committee

2010-2011 Report

In February 2010, the Cabinet for Institutional Change released its final report, *Building the Capacity for Change: Improving the Structure and Culture of Decision-making at HSU*. That report was reviewed and endorsed as a structure to guide change by representatives of all campus constituencies (Academic Senate, Associated Students, Staff Council, University Executive Committee), as well as WASC.

The Change Steering Committee (CSC) was then created and charged with monitoring the work of those tasked with implementing recommendations. We were also charged with communicating this work to the University community. This report is our summary of where the University stands on the Cabinet recommendations one academic year later.

In April 2010, the CSC convened a meeting with campus leadership: the President, Provost, Vice Presidents; Academic Senate President; Associated Students President; and Staff Council representatives. Those convened prioritized a handful of key Cabinet recommendations for action in the 2010-2011 academic year. These priorities are summarized in Section I, below. In April *2011*, the CSC again convened this leadership group and established a new set of priorities for the 2011-2012 academic year; summarized in Section II. Section III highlights additional Cabinet recommendations that have not yet been prioritized by campus leaders.

We hope that the tables below are largely self-explanatory. We note that the progress thermometers represent the *sense* of the CSC, based upon reports submitted to us and other available evidence. While there is room for disagreement as to whether a given action is, say, ½ or ¾ complete, we hope that this format proves useful for those seeking a quick update. The reports and other documents used by the CSC are all available on our website (http://change.humboldt.edu/).

Bernadette Cheyne, Professor, Theater, Film, and Dance
Adrienne Colegrove-Raymond, Enrollment Management and Student Affairs
Mary Glenn, Professor and Chair, Anthropology
Denice Helwig, Special Assistant to the President
John Meyer, Professor and Chair, Politics (committee chair)
Scott Paynton, Interim Associate Dean, CAHSS
Phil Rouse, QI Analyst, Human Resources
Aaron Wilyer, Undergraduate Student and Associated Students Legislative Vice-President

I. 2010-2011 PRIORITIES

Vision

In an effort to strengthen campus focus and priority, the Cabinet recommended that budget allocation and other administrative decisions be explicitly guided by the existing statement of vision.

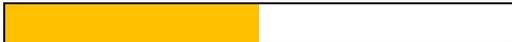| Action	Progress	Change Steering Committee Comments
Diversity Planning and Implementation. (1.4.1)		*It is our understanding that the plan to expand the Office of Diversity & Inclusion is on hold.*
Establish campus-wide Sustainability Plan including curriculum, initiatives and activities. (1.4.1 b)		*Key personnel were hired to establish the Sustainability Office. Faculty have been identified to participate on a sustainability curriculum steering committee. Evidence of planning and implementation is now key.*
Develop criteria for grant-seeking and fundraising to advance vision. (1.4.2)		*Fall 2010 Executive Committee prioritized fundraising to: forestry, business initiatives, natural resources, sustainability, athletics scholarships, KHSU, endowed chairs, and faculty support. Spring 2011 Dean of Research now hired.*
Design a seasonal arts calendar for campus. (1.4.6)		*A campus-wide events calendar will be launched Fall 2011.*

Campus Governance

In an effort to build shared vision, it was determined that the campus governance structure must be changed significantly to build collaboration between administration, faculty, students and staff. The CIC offered three recommendations (2.1-2.3) which resulted in a series of actions.

2010-2011 PRIORITY

Action	Progress	Change Steering Committee Comments
Formal meeting of leaders of key governance groups to review CIC Governance Recommendations.		
Key governance groups review CIC report and vote whether or not to endorse it as a framework for restructuring shared governance.		
Develop model for the University Senate with Councils and standing committees. (2.2)		*Restructuring of councils and standing committees will be completed if the new constitution and bylaws are approved in a second election by the faculty in Fall 2011.*
Constitution and bylaws rewritten to reflect the new Senate structure and the elimination of the General Faculty governance structure. (2.3)		

Academic Senate resolution to send new governance structure and constitution/bylaws changes to a vote of the faculty.	████████████	
Vote of the faculty to adopt new constitution and bylaws.	████████	*A Spring 2011 faculty vote endorsed these changes, with 58% voting in favor of the new constitution and bylaws. However, the General Faculty Nominations and Elections Committee voided the outcome when it was determined that the election rules were incorrectly interpreted and communicated prior to the vote. A new vote is anticipated in Fall 2011.*

Student Success

Many steps have been taken to achieve student success; however, the Cabinet recommended that university-wide efforts must be prioritized and plans implemented, evaluated and revised on an ongoing basis to maximize success.

2010-2011 PRIORITY		
Action	**Progress**	**Change Steering Committee Comments**
Develop a three-year university-wide Comprehensive Enrollment Management Plan that directs and coordinates activities across divisions and departments. The plan will address both recruitment and retention, including a recommended strategy for balancing enrollments of freshmen and transfer students across specific majors. (3.1)	██████	*An Enrollment Management Task Force Report was developed. It will be used to develop a Comprehensive Three-Year Enrollment Management Plan.*
Develop draft of university wide recruitment plan. (3.1)	██████	
Develop recommendations for ensuring student persistence to graduation (CSU Initiative). (3.2)	████████████	*An extensive plan has been developed that includes a timeline for improving graduation rates at HSU. The Graduation Rate Improvement Group continues to monitor progress toward the goals laid out in the plan.*

Collegial, Respectful, and Responsive Community

The Cabinet made suggestions utilized by other campuses to foster an environment that allows faculty, students, staff and administrators to feel comfortable to discuss difficult issues and to cultivate community bonds.

2010-2011 PRIORITY		
Action	**Progress**	**Change Steering Committee Comments**
Institute a campus-wide "Open Time." (4.1)	██████	*A task-force was formed and a great deal of effort was made to explore this endeavor. The task-force was not charged with implementation, but with providing recommendations. To date, it is unclear who is responsible for implementation. While implementation appears challenging,*

		the CSC notes that campuses including Evergreen, Siskyou, and others have implemented open campus time with some success, and encourage HSU to explore these and other models.
In-House Social Network & All-Campus Calendar / Messaging System. (4.4)		*A campus-wide calendar will be implemented Fall 2011.*

Cultivate Evidence-Based Decision-Making

In an effort to empower the Office of Institutional Research and Planning (OIRP), the Cabinet outlined specific steps that should be taken by campus directors, managers and administrators.

2010-2011 PRIORITY

Action	Progress	Change Steering Committee Comments
OIRP serves the campus. (5.2)		*A director was hired in 2010 and a yearly research agenda was immediately established. Several reports have been generated including: Retention Report, Remedial Math Report, and HSU Fact Book.*
Ensure the OIRP communicates with and coordinate efforts among existing data sources and analysts across campus. (5.3)		

II. 2011-2012 PRIORITIES

Vision

In an effort to strengthen campus focus and priority, the Cabinet recommended that budget allocation and other administrative decisions be explicitly guided by the existing statement of vision.

2011-12 PRIORITY

Action	Progress	Change Steering Committee Comments
Lower structural barriers for interdisciplinary academic programs and collaboration. (1.4.4)		*This might include revision of General Education to require sustainability topics.*
Provide resources and time for faculty & staff to collaborate and develop successful grant applications to advance interdisciplinary programs. (1.4.4)		

Campus Governance

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2011-12 PRIORITY

Action	Progress	Change Steering Committee Comments
Develop a University Policy File. (2.1.1)		
Review and streamlining of the campus committee structure to determine which committees will continue to operate during the transition, which will be disbanded immediately and what the new committee structure should be after the transition.		*Requires attention by the university executive committee in addition to Senate. Some committees have been suspended. Under a new governance structure, Future committees should have a formal charge, reporting structure, and accountability.*
Elect transitional Senate officers for fall 2011 semester.		
Plan Campus Elections for University Senators and first call for nominations.		
Implement University Governance in Accordance with New Governance Policy and Structure.		
Conduct Campus Elections for University Senators (including staggered terms planning).		

Student Success

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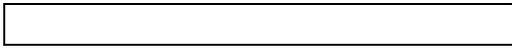
2011-12 PRIORITY		
Action	**Progress**	**Change Steering Committee Comments**
Develop a Comprehensive Three-Year Enrollment Management Plan. (3.1)		
Develop draft of university wide recruitment plan. (3.1)		

Collegial, Respectful, and Responsive Community

The Cabinet made suggestions utilized by other campuses to foster an environment that allows faculty, students, staff, and administrators to feel comfortable to discuss difficult issues and to cultivate community bonds.

2011-12 PRIORITY		
Action	**Progress**	**Change Steering Committee Comments**
Identify Open Time coordinator. (4.1)		*A coordinator will be responsible for implementation (see 2010-11 comments above).*

Cultivate Evidence-Based Decision-Making

In an effort to empower the Office of Institutional Research and Planning (OIRP), the Cabinet outlined specific steps that should be taken by campus directors, managers, and administrators.

2011-12 PRIORITY		
Action	**Progress**	**Change Steering Committee Comments**
Incorporate the use of outcomes and assessment in all campus planning processes. (5.1)		
OIRP included in campus policy and planning efforts. (5.4)		

III. NOT YET PRIORITIZED

Vision

In an effort to strengthen campus focus and priority, the Cabinet recommended that budget allocation and other administrative decisions be explicitly guided by the existing statement of vision.

NOT YET PRIORITIZED

Action	Progress	Change Steering Committee Comments
Establish measures and assess progress in ensuring that departments advance our vision. (1.1)		
Tie enrollment planning to University vision. (1.2)		
Establish a process to identify campus priorities and projects that will advance vision. (1.3)		*Campus Priorities and Planning committee included in proposed new governance structure.*
Identify resources explicitly identified and devoted to marketing, recruiting, and communication projects that advance the university's vision. (1.4.3)		
Guide the campus community in a process to streamline and *focus* the vision in a manner that leads clearly to operational plans. (1.5)		

Campus Governance

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NOT YET PRIORITIZED

Action	Progress	Change Steering Committee Comments
Plan and provide Training for Newly Elected Senators.		
Recommendation on new University Committee Structure.		
Convene new Senate.		

Student Success

Many steps have been taken to achieve student success; however, the Cabinet recommended that university-wide efforts must be prioritized and plans implemented, evaluated, and revised on an ongoing basis to maximize success.

NOT YET PRIORITIZED

Action	Progress	Change Steering Committee Comments
Develop recommendations for the implementation of strategies to improve student retention and academic success. (3.1)		*This will include course transformation, focusing on student success.*

Collegial, Respectful, and Responsive Community

The Cabinet made suggestions utilized by other campuses to foster an environment that allows faculty, students, staff, and administrators to feel comfortable to discuss difficult issues and to cultivate community bonds.

NOT YET PRIORITIZED

Action	Progress	Change Steering Committee Comments
Establish Faculty/Staff "Benevolent Society." (4.2)		
Establish Faculty and Staff Club. (4.3)		
Mentorship written into job descriptions for both faculty and staff. (4.5)		*Particular need to address mentorship among staff.*