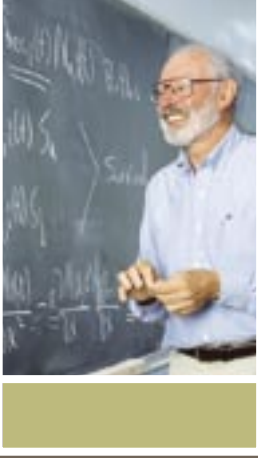


CHANGING VISIONS



ENDURING VALUES



STRATEGIC PLAN EXECUTIVE SUMMARY

2004-2009



HUMBOLDT STATE UNIVERSITY



EXECUTIVE SUMMARY

Guided by our Vision, our Mission and our Core Values, Humboldt State University has created its Strategic Plan for the next five years. The Strategic Plan encompasses all elements of undergraduate and graduate education, as well as associated programs. It outlines critical issues, sets directions, offers possible solutions and innovations to employ, or to investigate, discuss and explore.

The Steering Committee report, supplemented by the reports of nineteen Focus Groups, together constitute the full Strategic Plan document. Annual Action Plans will evaluate progress in meeting the plan's goals, and will further refine actions to be taken.

Humboldt State is a comprehensive regional university in the California State University system. As a university of choice, Humboldt State depends upon a strong identity, and the people, programs and resources to carry out and communicate its Mission. HSU was founded in 1913 during the Progressive Era, which placed high value on education and social responsibility. This plan explores new ways of realizing the alliance of those values in the world of today and tomorrow.

In forming our plan, we reaffirm the importance of place. What we do is greatly related to where we are. Located on the North Coast in the heart of redwood country, Humboldt State University is immersed in a wealth of natural environments: ocean, forests, rivers, mountains, farm and rangeland. Our region is unmatched in the number and size of vibrant indigenous Native American cultures. These resources create a unique environment for learning, which this plan seeks to strengthen.

Situated in the small community of Arcata on the north side of Humboldt Bay, HSU is an economic as well as educational center for the area. This plan recognizes the university's responsibilities of leadership and good citizenship, as well as the opportunities to further our educational mission in our relationship with the local community.

As a university that attracts students from throughout California, we reaffirm our commitment to diversity of all kinds, and to quality education as a catalyst for life-long learning.

We reaffirm our nature as an academic community dedicated to free inquiry, and this plan focuses on improving teaching, learning, and scholarship through service and hands-on participation. We recognize that technology is increasing the need for education with international and global perspectives. In serving our students, we serve the world.

Elements of this plan call for further and focused discussion and clarification of identity, purposes, goals and ideas for specific activities. This plan is a strategy for action, but also a catalyst for continuing dialogue and planning.

The major findings of the plan are summarized below, preceded by the Purpose, Vision, Mission, and Core Values that guided this Strategic Plan.

PURPOSE | MISSION | VISION | CORE VALUES | GOALS



VISION

LEARNING TO MAKE A DIFFERENCE

PURPOSE

In April 2003, HSU President Rollin Richmond announced the formation of a Strategic Planning Steering Committee, composed of faculty, senior administrators and student representatives. The committee's purpose was to revise the 1997 Strategic Plan and to oversee the process of developing the new plan.

The Strategic Plan amplifies and expands on the goals that President Richmond outlined when he took office in 2002:

- Be student centered
- Promote diversity of people and perspectives
- Practice social and environmental responsibility
- Be a role model for community involvement
- Promote responsible economic development.

President Richmond described the values guiding Humboldt State University as excellence, fairness, diversity, honesty, trust, and openness.

Humboldt State is the northernmost campus in the California State University system. The Donahoe Higher Education Act of 1960 established the California state colleges, with a mandate that included offering undergraduate and graduate instruction in the liberal arts and sciences, in applied fields, and in the professions. In 2003, HSU served more than 7500 students from all over California and the world.



Humboldt State University will be the campus of choice for individuals who seek above all else to improve the human condition and our environment.

We will be the premier center for the interdisciplinary study of the environment and its natural resources.

We will be a regional center for the arts.

We will be renowned for social and environmental responsibility and action.

We believe the key to our common future will be the individual citizen who acts in good conscience and engages in informed action.

We will commit to increasing our diversity of people and perspectives.

We will be exemplary partners with our communities, including tribal nations.

We will be stewards of learning to make a positive difference.

MISSION

Humboldt State University is a comprehensive, residential campus of the California State University. We welcome students from California and the world to our campus. We offer them access to affordable, high-quality education that is responsive to the needs of a fast-changing world. We serve them by providing a wide array of programs and activities that promote understanding of social, economic and environmental issues. We help individuals prepare to be responsible members of diverse societies.

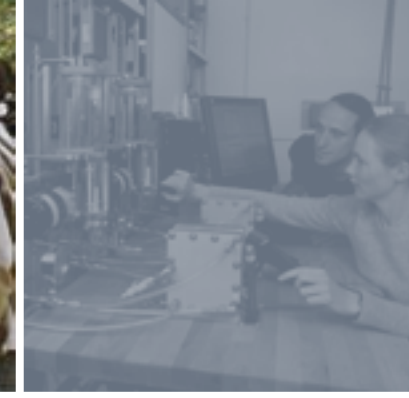
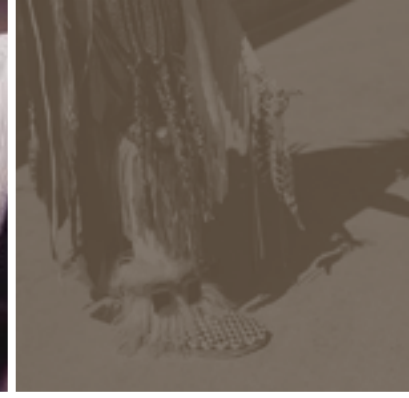
These programs and the experience of a Humboldt State education serve as a catalyst for life-long learning and personal development. We strive to create an inclusive environment of free inquiry, in which learning is the highest priority. In this environment, discovery through research, creative endeavors and experience, energizes the educational process.

Humboldt State University promoted the following core values that represent attributes of an academically integrated University, and provide a framework for accomplishing our collective vision and mission.

CORE VALUES

- 1** We believe our primary responsibility is to provide the best possible education for today's world.
- 2** We believe that teaching excellence is of paramount importance as is learning excellence.
- 3** We believe in an environment of free inquiry where learning occurs both inside and outside the classroom. As a community of learning, the campus curricular and co-curricular environment encourages intellectual discourse, aesthetic creativity and appreciation, and significant opportunities for involvement and service. We prepare students to take on the commitments of critical inquiry, social responsibility and civic engagement necessary to meet the challenges of the 21st century.
- 4** We believe in intellectual growth through scholarship, creative activities and research. We prepare individuals to be successful in advanced academic and professional degree programs; to be in positions of leadership; and to be proactive and productive members of society.
- 5** We believe in the dignity of all individuals, in fair and equitable treatment, and in equal opportunity. We value the richness and interplay of differences. We value the inclusiveness of diversity, and we respect alternative paradigms of thought.
- 6** We believe in collegial dialogue and debate that leads to participatory decision-making within our community of student, staff, administrator, and faculty learners.
- 7** We believe the University must assist in developing the abilities of individuals to take initiative, and to collaborate in matters resulting in responsible action.
- 8** We believe individuals must be environmentally, economically and socially responsible in the quest for viable and sustainable communities.
- 9** We believe our location is an ecologically and spiritually rich asset that we embrace as an integral part of our learning community. Our curriculum is relevant, collaborative and responsive to our geographical location.
- 10** We believe we have a special opportunity to learn from the Native American cultures, the unique ecosystem and special communities of our region, and to apply that knowledge.
- 11** We believe the University is an integral part of our local and regional communities.
- 12** We believe the University is a repository for archiving accumulated knowledge with inclusive access for our academic and broader communities.

GOALS



These goals, gleaned from the work of the nineteen Focus Groups, are organized into six themes: Academic Excellence, Community of Student Scholars, Cultural Richness, Fiscal Resources and Processes, Infrastructure, and Intellectual Underpinnings.

ACADEMIC EXCELLENCE

Humboldt State University has long been known for, and takes great pride in its excellence in undergraduate education. As a comprehensive regional university, Humboldt State is committed to fostering academic excellence across a wide range of disciplines and degrees. General education, undergraduate and graduate majors, along with teacher preparation, scholarship and service learning form the foundations of our institution.

COMMUNITY OF STUDENT SCHOLARS

The Humboldt experience provides students many opportunities for learning beyond the classroom setting. Exploring new ideas and new socially and culturally enriching opportunities, as well as socially and environmentally responsible behaviors, happens as well in co-curricular programs.

GOALS

<p>1</p> <p>HSU will structure undergraduate curricula to be dynamically responsive to the needs of students and society, while reflecting the unique learning environment of our region, and emphasizing proficiency in communication skills.</p>	<p>2</p> <p>HSU will develop a well-defined, signature All-University Curriculum that incorporates the development of strong skills, interdisciplinary experiences, and service/ experiential learning. The program as a whole will reflect the university's institutional vision.</p>	<p>3</p> <p>HSU will promote the teaching and learning process through peer interaction, meaningful evaluation instruments, high expectations, and connections with community.</p>	<p>4</p> <p>HSU will enhance the quality and visibility of its teacher education programs to help address one of California's most critical needs.</p>	<p>5</p> <p>HSU will actively encourage the development of scholarship by improving opportunities for faculty, staff and students to participate in research and creative activities, by improving the infrastructure for scholarship, and by clarifying the expectations and rewards for scholarly activity.</p>	<p>6</p> <p>HSU will actively encourage the growth and diversity of its graduate programs, and will seek to provide the necessary funding and curricular support to enhance the quality of those programs.</p>
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GOALS

<p>1</p> <p>HSU will offer an extensive array of co-curricular programs and activities.</p>	<p>2</p> <p>HSU will provide the opportunity for the student to reflect upon the goals and objectives of the university experience, and how their curricular and co-curricular activities contribute to the attainment of those objectives.</p>	<p>3</p> <p>The HSU graduate will be able to demonstrate through some form of culminating experience (e.g., collective portfolio, capstone course, senior project, reflective essay, etc.) the ability to balance the practical and the abstract, and to reflect upon the morés and philosophies that one discovers in the academy as they apply to the real world.</p>
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GOALS

CULTURAL RICHNESS

HSU recognizes the responsibilities that result from its intellectual, social and economic influence in the North Coast region. This university strives to build more bridges between the campus community and the world beyond. Our future hinges on our ability to support and to enhance diversity, while developing the international aspects of the university to benefit our students, our community, and the world.

FISCAL RESOURCES AND PROCESSES

Humboldt State's fiscal resources are primarily derived from state budgetary allocations through the Office of the Chancellor of the state university system. By ensuring that the manner in which monies are allocated and spent reflects the priorities and vision of this Strategic Plan, new budgeting policies and procedures will create an environment of more openness, transparency, and relevance for the campus community and beyond. Humboldt also is seeking to measure and evaluate its budget levels and procedures against those of similar academic institutions. In the current climate of declining state revenues, philanthropic support from campus constituents, alumni, friends, businesses, and foundations is becoming increasingly important. Additional resources are critical to fully achieve the vision of this Strategic Plan.

GOALS

<p>1</p> <p>HSU will build on our student-centered focus to create an equitable institutional and social climate with a community that welcomes diverse students, staff, and faculty.</p>	<p>2</p> <p>HSU will increase the proportion of students of color, and other under-represented groups, while increasing retention and graduation rates.</p>	<p>3</p> <p>HSU will provide the framework for the integration of lifelong international and intercultural experiences that enrich the lives of our students, faculty, and staff.</p>	<p>4</p> <p>HSU will promote and support programs and initiatives that foster international educational opportunities.</p>	<p>5</p> <p>HSU will increase the collaboration between university and community.</p>	<p>6</p> <p>HSU will support and expand the curriculum to reflect the region's interests and needs, as well as reflecting issues of economic, environmental, and social responsibility.</p>
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GOALS

<p>1</p> <p>HSU will model the best practices of university budgeting.</p>	<p>2</p> <p>HSU will create an open and transparent budget process that is in alignment with the strategic goals of the university.</p>	<p>3</p> <p>HSU will increase external resources and manage them effectively to achieve university goals.</p>	<p>4</p> <p>HSU will build an expansive culture of philanthropy.</p>	<p>5</p> <p>HSU will develop a vital alumni relations program.</p>
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GOALS

INFRASTRUCTURE

Infrastructure will continue to play an important role in support of the university's academic mission. A safe and functional campus environment is critical to the success of a premier institution.

Infrastructure is comprised of health and safety, information technology, and the physical campus. Health and safety must be a priority. We must further improve our physical environment, plan and train for emergencies and disasters, and educate the campus community in personal health and wellness.

Information technology is integral to the educational experience, as well as crucial to business functions. Antiquated phone and data systems must be replaced, and plans developed to continually update those systems. The focus group emphasized analysis of academic technology and "smart classroom" needs and funding strategies.

GOALS

<p>1</p> <p>HSU will provide a safe and healthy campus environment as a basic and necessary underpinning for learning.</p>	<p>2</p> <p>HSU will develop and support information technology to enhance effective teaching and learning environments that promote academic excellence.</p>	<p>3</p> <p>HSU will provide all students, faculty and staff access to the information and technology tools and services as needed to be successful in academic, organizational and professional pursuits.</p>	<p>4</p> <p>HSU will develop and maintain functional facilities and grounds that complement and enhance the learning and working experiences of the university community, with emphasis placed on sustainable design, energy independence, accessibility, and design that is architecturally compatible with campus standards.</p>
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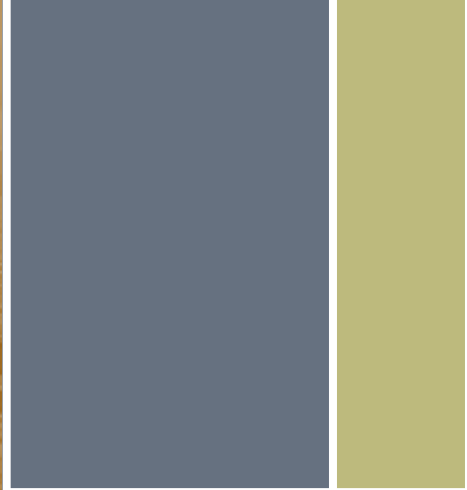
INTELLECTUAL UNDERPINNINGS

Humboldt State University offers academic programs of exceptional quality that attract students from all parts of California, and from many other states and countries. Greater efforts must be made to inform students from high schools and community colleges throughout the state of this fact. Such efforts are likely to bring to the university a mix of students that reflects the demographic mix of California's population. Outreach will also ensure that a diversity of values and perspectives are represented among students, staff, and faculty. Such diversity is recognized as a core value of publicly supported universities in the 21st century.

Continuing changes in technology, health and safety practices and teaching methodology require better training opportunities for staff and faculty. Opportunities for staff career training and advancement contribute directly to the university's missions. Within the larger context of employee relations, the university must function with openness, candor, and opportunities for all members of the campus community to contribute in the achievement of our goals and fulfillment of our institutional mission.

GOALS

<p>1</p> <p>HSU will increase the number of students with a focus on recruiting a more ethnically diverse population.</p>	<p>2</p> <p>HSU will work to increase financial aid support as a mechanism to improve the campus ethnic diversity and to increase the absolute size of the campus.</p>	<p>3</p> <p>HSU will incorporate best practices in support services for students (advising, tutoring and other student services). This includes questions of access, administration and availability of resources.</p>	<p>4</p> <p>HSU will create a work environment that respects professional career goals of all staff and faculty members. Our workplace settings will encourage personal, family, and ethical goals. We will encourage a hospitable and sustainable work environment.</p>	<p>5</p> <p>HSU will function through shared governance that includes open communication, collegial participation, and mutual trust in reaching decisions.</p>
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LEARNING TO MAKE A DIFFERENCE





HUMBOLDT STATE UNIVERSITY