

Expanded University Executive Committee
Meeting #2 -- Keeling Report
November 3, 2008
Revised

Attendees:

Ken Ayoob, Interim Dean, College of Arts, Humanities & Social Sciences, Meeting Facilitator
Val Arizzi, Co-Chair, Staff Council
Steve Butler, Vice President, Student Affairs
Steven Dixon, Associated Students
Martin Flashman, Academic Senate
Rob Gunsalus, Vice President, University Advancement
Nancy Hurlbut, Interim Dean, College of Professional Studies
Anna Kircher, Chief Information Officer
Mark Larson, Academic Senate
Robin Meiggs, President, California Faculty Association
Saeed Mortazavi, Chair, Academic Senate
Cindy Moyer, Academic Senate
Sofia Perreira, President, Associated Students
John Powell, Academic Senate
Rollin Richmond, President
Debra Ryerson, Co-Chair, Staff Council
Sondra Schwetman, Academic Senate
Steve Smith, Associate Dean, College of Natural Resources & Sciences (and proxy for Dean Howard at the November 3 and 5 meetings)
Bob Snyder, Interim Provost and Vice President, Academic Affairs
Carol Terry, Associate Vice President, Business Services
Marshelle Thobaben, Academic Senate
Ray Wang, Dean, University Library
Beth Weissbart, Legislative Vice President, Associated Students
Frank Whitlatch, Associate Vice President, Marketing & Communication
Patty Lindley, Staff Support

Agenda item “Where We Are Now (What was decided at our last meeting)” was discussed and the members confirmed their acceptance of the Keeling document.

The appointment status of the interim provost was discussed and the recommendation of the October 30 meeting was confirmed, which was that the Provost not be appointed permanently and that a search for a Provost be delayed until Fall of 2010. It should be noted that this was not a unanimous recommendation, as there was support expressed for appointing the provost to a permanent status as recommended by Keeling & Associates.

Some of the comments received at the Council of Chairs meetings were shared by the deans:

- a campus meeting should be convened by the President to share information
- general agreement with the Keeling report and some of their recommendations
- concern that the focus group recommendations will be dismissed
- some of Keeling recommendations are too vague

The sense of urgency outlined in the Keeling report was discussed. It was noted that it may be helpful to inventory those steps that are being taken as part of the WASC process in order to provide a comprehensive, balanced overview of what is being done and what structures are already in place.

Some of the comments shared by committee members included:

- the urgency being faced is a result of the WASC timeline
- it is important to address all points made by Keeling regardless how uncomfortable they may be
- HSU's current struggles are the responsibility of all campus constituencies
- WASC and Keeling reports both note the need for organizational change
- we must determine what the essential steps are for reaccreditation
- we must be able to demonstrate that a process is in place to achieve change; not that we are changed, which will take time

Keeling's recommendation to appoint a Cabinet for Institutional Change was discussed and it was agreed that this is a good idea. Some of the comments shared by the committee members included:

- unclear how the Cabinet will establish trust on campus
- the Cabinet "would have coordinating and leadership responsibility for organizing and guiding the University's short-term change management process and for communicating with the Humboldt community and the public about that process" but will not actually be responsible for changing the campus
- how will the shared vision be determined – a shared vision should be the first task
- the Cabinet should serve as a role model for community building through healthy, collaborative, decision making
- asking the questions is most important, not coming up with the answers
- the Cabinet should serve to develop a new constitution of organization for interacting in a meaningful way, working together more effectively and coming to consensus on issues
- the Cabinet will restructure how we make decisions on campus, not actually make the decisions
- institutional change will take time
- the Cabinet may or may not be needed in the future
- the Cabinet should define narrowly what progress we are going to make for WASC
- a long-term approach is needed on how to govern the university; the short-term outcome must be WASC
- a shared vision and buy-in are the issue
- Cabinet members should receive training
- Cabinet member selection will need discussion – they must have a university-wide perspective. The committee charge and time commitment will need to be determined.
- Clerical support for the Cabinet will be needed

The hiring of a consultant to help with designing the processes outlined in the Keeling recommendations was discussed. Members agreed that it will be important to have the assistance of a consultant to lead HSU through the process. Clarification from Keeling is needed.

President Richmond and Provost Snyder were asked to investigate Keeling & Associates' experience in facilitating organizational change. They will report back to the committee at the November 5 meeting if possible.