

Expanded University Executive Committee
Meeting #4 -- Keeling Report
November 21, 2008

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
Denice Helwig, Assistant to the President
Nancy Hurlbut, Interim Dean, College of Professional Studies (via telephone)
Anna Kircher, Chief Information Officer
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
Ben Shaeffer, Academic Senate
Steve Smith, Associate Dean, College of Natural Resources & Sciences (and proxy for Dean Howard)
Bob Snyder, Interim Provost and Vice President, Academic Affairs
Carol Terry, Associate Vice President, Business Services
Ray Wang, Dean, University Library
Patty Lindley, Staff Support

President Richmond distributed three documents for review and discussion: 1) Keeling & Associates consulting services proposal (which were collected at the conclusion of the meeting for confidentiality purposes); 2) Recommendations for CSU Faculty to serve as consultants for HSU (provided by Executive Vice Chancellor Reichard and Associate Vice Chancellor Boyum); and information about the Pappas Consulting Group, Inc. (suggested by President Marsee, College of the Redwoods).

Provost Snyder summarized the Keeling & Associates proposal, which was broken into four phases: (Phase 1) Preparation, Organization, Structure, and Management; (Phase 2) Planning Retreat for Cabinet/Workgroup; (Phase 3) Campus Conversations; and (Phase 4) Implementation and Change Management Planning.

Following a review of the documents, committee members shared comments, some of which included:

- Due to time constraints, it may be necessary to select Keeling & Associates and ask the Chancellor's Office to assist HSU with the expense.
- Keeling's proposal is vague; skeptical of their team-building approach – we need a process for identifying the areas we want to change and developing a plan and timeline for doing so – HSU can develop a plan and employ outside assistance for specific areas.
- Keeling's proposal may not fit HSU's timeline.
- Request a decision-making proposal from Keeling instead of a team building exercise.
- Hire Keeling; ask them to refine their proposal.

- Keeling's proposal is too much money.
- HSU does not demonstrate evidence of having the internal skills to accomplish change management. Professional expertise is needed.
- Pappas Consulting Group experience seems limited in change management.
- Bernie Goldstein (one of the Chancellor's Office recommendations) would be a good choice.
- There are individuals at HSU who are trusted and could provide guidance; we have the talent to work on this with CSU assistance.
- Many tasks are already underway as a result of the WASC report.
- We need an organizational change management consultant to help us with development and implementation of an overall goal/vision for the university. Entities on campus have varied goals/visions; a common goal is needed.
- The campus has a common goal of being reaccredited and can work together in spite of differences.
- HSU's vision has already been shared with WASC; the direction has already been identified.
- Outside assistance, beyond the CSU, is needed. Unsure if CSU colleagues, who don't have change management expertise, would be helpful.
- HSU can identify (without outside help) 3-5 important issues to focus on and then obtain assistance with implementation.

President Richmond proposed that a small group (President, Provost, and representatives of faculty, staff and students) work together to develop the cabinet and provide them with a charge. It was suggested that they review the vision statement as well as further consider the hiring of Keeling & Associates or other consultants such as David Maddox.

Some of the comments received during this discussion included:

- Criteria for cabinet members needs to be developed (i.e. action-oriented, perceived as non-partisan, dedicated to the process, university-wide perspective).
- Consider providing faculty members serving on the cabinet with assigned time and providing students with leadership credit.
- Provide the campus community with the opportunity to offer input regarding the cabinet nominees.
- The Provost should provide leadership for the cabinet.
- The cabinet should recommend the hiring of a consultant or facilitator, as needed, based on what we want to accomplish.
- The cabinet should include a community member.

Following discussion, it was agreed that the provost would issue a process for soliciting nominations (based on criteria), including a process for vetting the names. The provost will make the final selection of cabinet members, with an anticipated deadline of January 1, 2009.