

Date: January 24, 2018  
TO: President Lisa Rossbacher, Humboldt State University  
FROM: University Resources & Planning Committee (URPC) Co-Chairs  
Alex Enyedi, Provost and Vice President for Academic Affairs  
Mark Rizzardi, Professor of Mathematics  
RE: Summary of Feedback Received on Phase 2 proposals

On January 19, 2018 you sent a message to the campus community regarding the looming financial crisis facing our university. In that message you requested the URPC provide you a summary of feedback to the Phase 2 budget reduction proposals. This memo provides a synopsis of the public vetting process conducted by URPC.

The URPC has made a concerted effort to reach all HSU students, faculty, and staff because all will be affected by the implementation of the thirty-three Phase 2 proposals. URPC outreach has included: 1) conducting two university-wide open forums during the 2017 fall semester, 2) establishing a process for submitting confidential online comments (via the Budget Department's webpage), and 3) attending numerous meetings with organizational units where Phase 2 proposals were being discussed. The December 2017 open forum was extremely well attended and generated much participant feedback due to the "fishbowl" style format.

The organizational units whose meetings URPC members attended were: Budget and Finance Group, Student Affairs, Administration & Finance, OAA, SAAS, Student Engagement and Leadership Group, Staff Council, all college and individual college chairs' meetings, University Senate and its Faculty Affairs Committee, and the Info Exchange Group. The campus feedback was collected before your January 19 letter so most campus stakeholders had not yet felt the recent heightened sense of a potential financial crisis.

Feedback collected through the multiple outreach activities is now available on the [University Budget Office Phase 2 webpage](#). Common themes emerged when reviewing the Phase 2 feedback:

- (1) Instead of asking faculty and staff to accomplish the same amount of work with less resources, we should focus on achieving savings by identifying what HSU can stop doing
- (2) Some proposals will be ineffective at achieving savings or possibly result in serious harm to the University's mission, suggesting the authors were uninformed on certain relevant issues
- (3) Data and methodology are needed to support the projected savings amounts
- (4) There is a greater need for accountability and fiscal stewardship
- (5) The campus is looking to leadership to make decisions
- (6) The campus is seeking a better understanding of how the proposed reductions will allow the university to achieve its long-term vision
- (7) Additional reduction options suggested include: reducing the number of administrators, eliminating underperforming administrators, combining small departments, and reviewing the campus student advising strategy.

URPC's recent interactions with campus stakeholders, and review of their feedback, suggest that we would benefit from faculty, staff and administrators more fully embracing a culture of self-assessment and shared responsibility. Moving forward, we all need to examine the costs and benefits of our own immediate work or learning environments in addition to appreciating the roles, tasks, and costs faced by other HSU entities. Not until such an awareness is cultivated, and we appreciate the degree to which all entities fit into the university's mission, will HSU be able to make meaningful decisions in a collaborative manner that will lead the university towards financial sustainability.