



Humboldt State University

Serving the North Coast



DIVISION OF ADMINISTRATIVE AFFAIRS

Guidebook

CONTENTS

Message from the Vice President / CFO	3
Mission	3
Division Core Services	4
Division Highlights 2012–2013	5
Division Goals 2013–2014	5
Division Initiatives	6
Standing Committees	8
University Budget Summary	10
University Capital Planning Summary	16
Division Organization	22
Department Profiles	23
Division Leadership Team	32

MESSAGE FROM

VICE PRESIDENT / CFO JOYCE LOPES



On behalf of the employees in Administrative Affairs, I am pleased to share this guidebook to provide an overview of the services, responsibilities and dedicated support provided by our team.

We proudly serve Humboldt State University's (HSU) 8,293 students and 1,207 faculty and staff by providing fiscal stewardship, facility management, campus safety and security and the management of retail services to benefit generations of future students.

Our goal as a division is to meet or exceed the expectations of our university community in all the services we deliver in a collaborative and sustainable way. The division stands ready to play a key role in supporting the University priorities over the coming years.

OUR MISSION

Administrative Affairs is the apex of support for University infrastructure and services using clear communication and a knowledge-driven foundation, with a flexible and collaborative approach. We seek to continuously support the ongoing success of our students by efficiently utilizing our human and physical resources in a transparent, fiscally responsible and ethical manner. We will strive for excellence throughout our interdependent operations to create a safe, attractive and vibrant campus and community, respectful of diversity and the environment, through critical examination and continuous improvement.

DIVISION CORE SERVICES

The core services performed by the Administrative Affairs Division encompass a broad range of essential business functions:

- ◆ Oversee the university's finances including an appropriate system of accounting and financial reporting and risk analysis.
- ◆ Manage payroll, procurement, contracts, accounts payable, treasury management, student accounts management, receipting, collection of receivables, debt issuance, and all internal and external reporting of financial information.
- ◆ Manage safety services that include environmental health and safety, emergency management, risk management, occupational health and safety and injury, illness, protection plan.
- ◆ Operate and maintain the physical plant, which includes all state operated buildings and grounds on campus.
- ◆ Plan for and develop the institution's long-term Facilities Master Plan.
- ◆ Manage the university's operating, auxiliary and capital budgeting processes. This responsibility is complemented by campus-wide participation in the annual budget process.
- ◆ Provide public safety operations, which is comprised of POST-certified police officers.
- ◆ Supply auxiliary services to students, staff, and faculty through its campus dining and catering operations, event planning, management of campus recreational facilities, campus bookstore, and student union operations.

DIVISION HIGHLIGHTS

- Implemented the Program Review and Evaluation Process (PREP) across the Division and set goals for each department.
- Implemented a process for collecting and prioritizing facility projects and budget proposals campus wide.
- Received a STARS Silver Rating, placing us among the top 200 universities in the United States for sustainability.
- Trained division-wide on a collaborative, inclusive, interest-based approach to problem solving.



DIVISION GOALS

Our division's goals for 2013–2014 center on improving our planning process, improving communications, and building collaboration skills. Each unit's specific goals and objectives focused on:

1. Work with your team to forward the mission and goals of the university by:
 - a. Implementing the PREP process and setting section goals
 - b. Helping the institution to align resources with priorities
 - c. Developing an internal process guide
2. Improve teamwork within the unit and across the university by:
 - a. Participating in the Leadership Institute as requested
 - b. Developing staff through professional training and delegation
 - c. Developing communication, reporting and training materials for end users
3. Develop a collaborative, transparent culture across the HSU community by:
 - a. Using the Fierce Conversations and other collaborative interest-based approaches
 - b. Using a team approach to handle problems
 - c. Involve all stakeholders when resolving issues

INITIATIVES

- ◆ **Sustainability** at Humboldt State is widely reflected in our vision and values. Conserving resources, championing social responsibility, and reducing our overall carbon footprint are goals of numerous initiatives and policies. As is the case with many green endeavors at Humboldt State, students are deeply involved in creating a campus that operates with sustainability in mind. The Sustainability Tracking and Rating System (STARS) was implemented for the first time during the 2012–2013 academic year. Developed by AASHE (Association for the Advancement of Sustainability in Higher Education), STARS is a rating system specifically for colleges and universities to measure sustainability performance. In large part due to student-led efforts, Humboldt State earned a Silver rating, placing us among the top 200 universities nationwide. This year-long, campus-wide self-reporting effort helps HSU focus on specific ways to advance the vision in the area of sustainability. Learn more about STARS at HSU on our STARS site (<http://humboldt.edu/sustainability/stars>).
- ◆ **Budget Process:** The Budget Office made several enhancements to the budget planning process this last year in collaboration with the University Resources and Planning Committee (URPC). We engaged in a more strategic planning process through multi-year budget planning and the implementation of a resource allocation process to better align budget allocations with our institutional priorities. This allocation process also includes accountability and reporting mechanisms to track the ongoing success of budget allocations over time. We developed an enrollment growth funding model to ensure we have sufficient resources in place to successfully support and educate additional students. In addition, the URPC established a technical working group to provide in-depth research and analysis of budget issues and/or ideas identified during the budget planning process.
- ◆ **Administrative Affairs Division PREP Process:** Our annual assessment process is collaborative and it involves all Administrative Affairs employees. Employees primarily responsible for certain steps are: Division: VP and AVPs, Major Budget Unit (MBU): VP and AVP, and Department: AVP and Manager. The annual assessment cycle (perform and review work) is from July through June (fiscal year). Both the planning and assessment pieces align with University's budget request, facility request, and employee performance review cycles. The assessment process steps are:
 1. Define/Refine Mission Statement, Goals, and Objectives for the following fiscal year.
 2. Review and comment on those Mission Statement, Goals, and Objectives.
 3. Finalize Mission Statement, Goals, and Objectives for the following fiscal year.
 4. Perform work to achieve current year objectives.

(Continued on page 7)

5. Gather and analyze the results of current year work and make recommendations.
 6. Review and comment on those results and recommendations.
 7. Report future year plans and current year results (quarterly).
- ◆ **The Foundation Task Force** was formed in July 2013 by President Richmond and comprised of a variety of campus and community members. The group was charged to make a recommendation about how the University's four foundations could be structured with the focus on: cost effectiveness, coordination across the organizations (as well as the University), transparency, accountability, providing valuable and high quality services, and serving the University's programs. These four organizations were created and modified at various times over the last 85 years with the last changes occurring in 2004. Each has its own mission and must comply with federal and CSU laws and policies to maintain their non-profit statuses.

The task force met through the Fall 2013 semester and discussed the structure and charge. It recommended that the foundations and auxiliary organizations reorganize into two primary entities the "Humboldt State University Foundation (HSUF)" and the "Humboldt State Associated Students & Student Union" (HSAS) with the actual names to be determined. HSUF and HSAS would each have their own governing boards and share services (business, legal, information technology, etc.). HSAS would remain a separate entity due to its unique governance structure and state rules and regulations regarding student government associations. The policy governance boards set ends, means, and limitations policy within which several individual "operating units" carry out the work. The number of boards is reduced from four to two and the governing boards are empowered to operate at a policy level, allowing the individual units to be fully responsible for operations.

These proposed changes are consistent with what other CSU campuses and universities are doing to be more nimble and lean. The resulting structure combines good governance with operating accountability and the agility to respond to rapidly changing circumstances and opportunities. President Richmond accepted the task force's recommendation and appointed a steering committee and two sub-committees to investigate the details of implementing the recommendations. The two groups will focus on Governance and Legal Issues and Business Efficiencies and Financial Issues. The groups are charged with bringing their findings to the steering committee by November 2014. The University Senate recently requested the project be halted given confusion over the intended outcomes. It might be best to incorporate this as part of a larger strategic planning initiative.

STANDING COMMITTEES

- ◆ **University Resources and Planning Committee:** The URPC makes recommendations to the senate, advises the President and appropriate administration concerning the allocation of university resources and general budget policy, and acts as the deliberative body of the Senate on issues pertaining to university budgets, long term capital planning, and allocations of special funds. The committee reviews quarterly budget reports and resource allocations based on fiscal priorities and university vision. More information can be found in the HSU Faculty Handbook in Chapter VIII–Committees, Councils, Associations and Boards at: <http://www.humboldt.edu/aavp/sites/default/files/facultyhandbook/Section800.pdf>.

- ◆ **Facilities Working Group:** The group’s charge is to act as an advisory body to the VP for Administrative Affairs regarding the development and management of the physical environment of the campus where function, aesthetic quality, and physical character are intermixed to create a desirable and inspirational atmosphere for students, faculty, and staff. This includes, but may not be limited to, the assignment of space, building and renovation plans, campus planning and design standards, and the prioritization of minor and major capital requests. This charge is accomplished through research and development of recommendations associated with plans, policies, procedures and guidelines concerning the administration of the physical campus. Specifically, the group will provide input on the following:
 - University’s Facilities Master Plan
 - University’s Five–Year Major Capital Plan
 - University’s Minor Capital Plan
 - University–Wide Space Management Policy
 - Campus Planning & Design Standards
 - Building Renovation & Construction Plans (Schematic Level)
 - Alteration of the Campus Grounds (Schematic Level)
 - Other Areas of Study as Designated by the President

- ◆ **Campus Energy Planning Collaborative:** We developed a Campus Energy Planning Collaborative in 2013 as an advisory body that connects staff, faculty, students, and community to collaborate regarding energy management and energy use reduction projects for the physical campus. The group will focus on assisting the campus with the development of policy, procedure and guidelines, management plans, and project proposals aimed at increasing energy efficiency and integrating renewable technologies associated with campus

(Continued on page 9)

(Continued from page 8)

energy use and utility infrastructure. This may also include recommendations to the campus with regard to energy use/management strategy and prioritization of energy-related project proposals.

- ◆ **Data Warehouse Leadership Team** was formed by VP Lopes in March 2013 to provide guidance for the governance of data at the University including to:
 - ◆ Ensure that a comprehensive set of integrated strategies (policy, procedures, training, and technology) are in place to protect and leverage the information stored in our data warehouse.
 - ◆ Manage the **Data Warehouse Roadmap** (<https://www.humboldt.edu/its/myreports>) to ensure an overall Data Warehouse design and architecture that:
 - ◆ Promotes data consistency, reliability, and quality.
 - ◆ Continually expands and improves servicing of HSU's reporting and analytics.
 - ◆ Consolidates the various data warehousing efforts across campus into a single resource.
 - ◆ Ensure investment in and priorities for the Data Warehouse are aligned with campus priorities, goals, and objectives and maintains a balance between the addition of new data sources and the management of existing systems.
 - ◆ Review and approve projects that affect the Data Warehouse.
 - ◆ Monitor service levels and Data Warehouse performance.
 - ◆ Communicate with the Vice Presidents, and other campus stakeholders on a regular basis.

- ◆ **City of Arcata/University Liaison Group** was formed to preserve and improve the “town/gown” relationship. The group meets quarterly and is attended by the City Manager, Vice President of Administrative Affairs, Vice President of Student Affairs, and staff from university and city facilities, university and city police departments, city community relations, and university student affairs. Topics include community events, facility improvements, neighborhood relations, student support, etc.

UNIVERSITY BUDGET

After six years of budget reductions, the State of California, the California State University system, and Humboldt State University are entering a period of relative budget stability. While funding in relative terms is the lowest it has been in 20 years, HSU is experiencing modest student growth and stable funding from the state. The 2013–14 State of California Budget included a multi-year stable funding plan and proposed to maintain current tuition and fee levels through 2016–17. Dwindling resources from the state have made budget planning challenging over the past several years. To mitigate budget reductions, HSU has combined base reductions with the use of one-time funding streams to meet annual budget demands. As a result, the budget included deficit spending in each of the past four fiscal years and reserves have declined.

In 2013–14, HSU began a more strategic planning process thorough multi-year budget planning and an interactive planning spreadsheet to better align budget allocations with our institutional priorities. The multi-year approach balances current year revenues, expenses, and reserve levels with the need to invest in our priorities, support enrollment growth, and continue to provide the best possible education to our students. To support the multi-year budget approach, a new reserve policy was introduced targeting a reserve between 4% and 10% each year and an enrollment growth funding model was developed to smooth enrollment increases over a three year period. In addition, a new resource allocation process was introduced to prioritize and fund campus requests and initiatives that advance our campus priorities. The process provides transparency and accountability to facilitate continuous improvement and helps align all levels of University planning. To improve accountability and assessment related to resource allocations, budget requests now include measureable outcomes and follow up reporting. These enhancements facilitated more informed decision-making while visually demonstrating the impacts of potential budget allocations over time. Greater awareness of potential impacts led to a more strategic budget planning process. While HSU has made many enhancements to the budgeting process, there are still several opportunities for improvement including:

(Continued on page 11)

(Continued from page 10)

- ◆ Develop a long-run sustainable HSU budget.
- ◆ Evaluate the budget to determine if resources are being allocated effectively in alignment with the campus mission, vision and priorities.
- ◆ Determine appropriate staff and faculty levels to support current and projected student enrollment. As part of this exercise, we should benchmark costs against peer institutions.
- ◆ Understand how our unique mix of programs and units affects costs.
- ◆ Develop an ongoing plan for how to support facilities and technology infrastructure projects, such as deferred maintenance and computer refresh projects.
- ◆ Identify unsustainable budget activities, such as ongoing activities funded with one-time sources. Further conversations should take place regarding the future status and funding of these activities and programs.
- ◆ Develop a strategy for funding campus initiatives.
- ◆ Establish a methodology for rebuilding our reserves.
- ◆ Improve the resource allocation process to incorporate links to strategic planning and accreditation initiatives, utilization of performance measurements, and on-going training for campus personnel.

Campus Priorities

- **Inclusive student success** has many components: increasing retention, graduation rates, and closing the achievement gap, with an ambitious goal of improving graduation rates by 15 percent for underrepresented students and 12 percent for the rest of the student population.
- **Generating additional revenue** includes grants and contracts, internationalizing the campus, philanthropy, self-support and distance education, and enterprise opportunities. Many initiatives are already underway, and we expect increasingly strong results going forward.

(Continued on page 12)

(Continued from page 11)

- **Advancing HSU's Vision** includes ongoing work that is underway in areas such as diversity and sustainability. In addition, the University Senate will develop recommendations for streamlining and focusing the vision, with the goal of clear operational plans.

Enrollment Assumptions

Given current trends and enrollment priorities, our budget assumptions include conservative growth for our resident, out-of-state, and international students, while maintaining a steady level of enrollment for our Western Undergraduate Exchange (WUE) students.

Annualized Assumptions:

- **Headcount/FTES Ratio:** 1.056 (based on 3 year average for fall and spring)
- **Fall to Spring FTES Drop:** -5.15% (based on 3 year average)

The proposed multi-year budgeted enrollment targets by category are as follows:

<u>Budgeted Annual Enrollment Targets</u>	2013-14 Actual*	2014-15	2015-16	2016-17	2017-18
Resident FTES	6,988	7,251**	7,351	7,451	7,551
WUE FTES	386	350	350	350	350
Out-of-State FTES	128	128	130	132	134
International FTES	57	58	60	62	64
Total FTES	7,560	7,787	7,891	7,995	8,099
Change from Prior Year FTES	200	189	104	104	104
Total Headcount Target	8,052	8,229	8,339	8,448	8,560

*Reflects actual annualized census enrollment for 2013-14

**Reflects CSU resident FTES target for 2014-15

(Continued on page 13)

Revenue Assumptions

1. State Appropriation:

- a. Multi-year stable funding plan: The 2013–14 State of California budget included a multi-year stable funding plan that will provide the CSU system with a 5% increase in 2014–15, followed by 4% increases in 2015–16 and 2016–17. While the multi-year plan concludes in 2016–17, we are maintaining the 4% increase through 2017–18 for planning purposes.

HSU currently receives approximately 2.6% of the existing state appropriation allocated to the CSU. For budget planning, we are anticipating that we will receive 90% of our portion of the new revenue.

- b. Retirement: In addition to the multi-year stable funding plan, the State will continue to fund retirement cost increases, but only based on 2013–14 payroll levels. If our payroll increases beyond our 2013–14 level, we will have to cover the difference (corresponding expenditure entry – see note 7).
- c. Compensation: This funding reflects the \$38 million compensation pool that was held central by the CSU in 2013–14, but will be distributed to campuses on a one-time basis in 2013–14, and as base budget in 2014–15. HSU's portion is \$960k (corresponding expenditure entry – see note 8).

2. **State Tuition Fee, Non-Resident Tuition and MSF Fees**: Revenue increases reflect anticipated enrollment growth and changes in student mix as discussed in the enrollment section. We are anticipating no changes to current fee rates.

3. **Other Fees and Revenue**: Most of these fees are dedicated to specific areas and any revenue changes generally include a corresponding expenditure entry (Dedicated Budget Allocated to Departments – see note 9).

(Continued on page 14)

Expenditure Assumptions

4. **2013–14 Compensation Increases:** Reflect costs associated with collectively bargained salary increases. These increases will be covered by the \$960k in compensation funding from the CSU (corresponding revenue entry – see note 1c).
5. **Compensation:** Reflects selected compensation adjustments totaling approximately 2% each year.
6. **Health/Dental Benefits:** Reflects annual increase of approximately 6% (5 year average).
7. **Retirement Benefits:** Reflects annual increase of approximately 5.5% (5 year average). Since the State will only cover cost increases based on 2013–14 payroll levels, we estimate our portion of the cost will grow in increments of approximately \$10k per year (corresponding revenue entry – see note 1b).
8. **State University Grant (SUG):** Assumes a one-third set-aside of revenue from enrollment growth.
9. **Dedicated Budget Allocated to Depts:** When revenue increases for dedicated revenue streams (i.e. MSF Fee, MBA Fee), the expenditure budget increases by the same amount. (Reflects net neutral activity).
10. **Utilities:** Anticipate rising costs of about \$100,000 in 2014–15.
11. **CMS Loan Payment Decrease:** Decreases beginning in 2015–16, reflect reduced payments in the final three years of our CMS Loan payoff. Once paid off, this will free up \$2.4 million in base budget.
12. **Cogen Plant Expense Decrease:** Reflects the payoff of our Cogen Plant debt service. Once complete, this will free up \$497k in base budget in 2016–17.
13. **Enrollment Growth Funding:** The Chancellor’s Office (CO) marginal cost formula is used to allocate this funding based on our current organizational structure. This funding is generated from two sources: enrollment growth funding (state appropriation) from the CSU and enrollment growth funding from tuition fees (based on the three year average actual change in enrollment).
14. **Base Allocations:** Reflects recommended base allocations resulting from the URPC

(Continued on page 15)

(Continued from page 14)

resource request and allocation process: \$677k for the Academic Affairs benefits shortfall, \$81k to provide ongoing support for our student support liaison position, and \$50k in funding for Retention and Inclusive Student Success (RISS).

15. **Anticipated Current Year Savings:** Reflect anticipated savings in University Wide that will be available at the end of 2013–14.
16. **One–Time Allocations:** Reflects recommended one–time allocations resulting from the URPC resource request and allocation process: \$565k for campus improvement projects and \$250k in continued one–time funding for the Retention through Academic Mentoring Program (RAMP).

Fund Balance Assumptions

17. **Estimated Academic Affairs Shortfall:** Reflects estimated Academic Affairs shortfall in faculty salaries and benefits in 2013–14. The URPC has approved the use of reserves to cover the actual deficit remaining at the close of the fiscal year. The goal is to maintain at least a 4% fund balance level (as a percent of expenditures), while continuing to invest in our priorities.

BUDGET WORKSHEET

**HSU Operating Fund
Budget Planning Sheet - Summary**
Revised March 27, 2014

	2013-14 Revised Budget (9/30/13)	2014-15 Projection	2015-16 Projection	2016-17 Projection	2017-18 Projection
Total FTES Target		7,787	7,891	7,995	8,099
Beginning Fund Balance	17,367,277	6,698,699	4,827,227	4,866,169	7,205,581
Revenue Budget					
State Appropriation	60,415,210	65,052,210	68,468,210	72,022,210	75,717,210
Tuition & Fees, Other Revenue and Cost Recovery	52,979,357	53,673,432	54,322,432	54,968,432	55,632,432
TOTAL Revenue Budget	113,394,567	118,725,642	122,790,642	126,990,642	131,349,642
Prior Year Expenditure Budget	124,133,145	114,213,342	119,377,514	122,451,140	124,350,670
Compensation and Benefit Increases		2,918,000	2,353,000	2,421,000	2,490,000
University Operating Costs and Dedicated Budget Increases		312,000	164,000	164,000	166,000
Debt Service Payoff (CMS Loan, Cogen)		-	(300,000)	(1,697,000)	(900,000)
Enrollment Growth Funding		1,126,496	856,626	1,011,530	882,443
Base Allocations: Academic Affairs Benefits, Stdnt Support Liaison, RISS		807,676			
Subtotal Base Expenditure Adjustments	-	5,164,172	3,073,626	1,899,530	2,638,443
TOTAL Base Expenditure Budget	124,133,145	119,377,514	122,451,140	124,350,670	126,989,113
Net Base Budget Surplus / (Deficit)		(651,872)	339,502	2,639,972	4,360,529
One-Time Adjustments					
Anticipated Current Year Savings	(1,000,000)				
Enrollment Growth One-Time Funding		404,600	300,560	300,560	300,560
One-Time Allocations (Campus Improvement Projects, RAMP)		815,000			
Subtotal One-Time Adjustments	(1,000,000)	1,219,600	300,560	300,560	300,560
TOTAL Expenditure Budget	123,133,145	120,597,114	122,751,700	124,651,230	127,289,673
Net Budget Surplus / (Deficit)	(9,738,578)	(1,871,472)	38,942	2,339,412	4,059,969
Ending Fund Balance	7,628,699	4,827,227	4,866,169	7,205,581	11,265,550
Estimated Academic Affairs Shortfall	930,000				
Ending Fund Balance Net of Estimated Shortfall	6,698,699	4,827,227	4,866,169	7,205,581	11,265,550
(as a % of base expenditures)	5.4%	4.0%	4.0%	5.8%	8.9%

Color Legend

Fund Balance
Base Revenue Budget
Base Expenditure Budget
Projected Base Surplus/Deficit
One-Time Allocations
Net Budget Surplus

Current Year (2013-14) One-Time Allocations

Enrollment Growth Funding	500,000
RAMP	300,000
eLearning	300,000
Student Recruitment	115,000
Summer Building Projects	406,000
TOTAL One-Time Allocations	1,621,000

Capital Plan: 2014–15 to 2018–19

BACKGROUND:

Established in 1913 as a normal school, Humboldt State University is located in the coastal city of Arcata, 275 miles north of San Francisco in a setting of majestic redwood forests, rivers, bays, lagoons, and mountains. The 154 acre hilltop campus is among the most beautiful in the state, and overlooks Humboldt Bay and the city of Arcata. Additionally, the University owns, leases, or has use agreements to an additional 600+ acres, which include the Trinity Annex (19,000 SF), Corporation Yard Building (50,000 SF), a marine laboratory, an observatory, saltwater and freshwater marshes, small lakes and ponds, forest lands, and a sand dune preserve.

The campus uses its setting in the Pacific Redwoods to extend the classroom to the great outdoors, providing students with unique hands-on experiences. HSU's students can dig into an active fault zone to study earthquakes, observe gray whales in their natural habitats, explore the rich biodiversity of old-growth redwood forest canopies or study marine life on the University's ocean-going research vessel the *Coral Sea*. Sophisticated computer labs enable students to explore applications in nearly every field. Students also have access to the West Coast's largest art foundry and a Chamber Music Library with more than 3,000 works. Joint University projects with local companies enable our undergraduates to gain practical business experience.

In November 2004, a major revision to the 1990 Approved Master Plan was completed and certified by the CSU Board of Trustees. This revision encompasses the University's plan for the physical campus with growth eventually to 12,000 full-time equivalent (FTE) students. The University needs to undertake an update to the facility master plan. However, that should be done in support of a campus-wide strategic planning initiative and an educational master plan should be used as a foundation for the next facility master plan. At that time, the goal of growing to 12,000 FTE students should be revisited and vetted.

RECENT FACILITY PROJECTS:



College Creek Apartments

Humboldt State opened a new 434-bed apartment complex in Fall 2010. It includes a state-of-the-art community center, retail space, and a regulation NCAA synthetic turf soccer field.

(Continued on page 18)

(Continued from page 17)

The campus has a state-of-the-art \$44 million Kinesiology and Athletics Building, where students enjoy top-notch educational spaces, labs, health programs, a spacious gym, and an modern swimming pool. New Biology Core Facilities provide cutting-edge equipment for students to conduct DNA research.



Humboldt State's long-standing commitment to sustainability is reflected in many current modernization projects. Construction was completed in Fall 2010 on a new \$2.9 million home for the internationally-recognized Schatz Energy Research Center, for three decades a



pioneer in clean air technologies like hydrogen power. The 6,000 square foot-plus facility meets LEED (Leadership connected with the U.S. Department of Energy to become a primary data-collecting site for solar radiation, created by students in Energy

and Environmental Design) Gold equivalent standards and opened in November 2010. Likewise, the Behavioral & Social Sciences building completed in 2007 is LEED Gold-certified. The first hydrogen fueling station in rural California opened on campus in Fall 2008 and produces enough clean fuel to maintain a fleet of four hydrogen-powered cars. And Humboldt State has connected with the U.S. Department of Energy to become a primary data-collecting site for solar radiation, created by students.



The State of California has asked the CSU system to focus future facility planning on improving existing facility infrastructure. Each university in the CSU system is asked to prepare and provide the Chancellor's Office a five year plan for major capital outlay which is defined as projects exceeding \$600,000 in cost. Our draft plan for 2015-16 through 2019-20 is outlined on the following pages. As the plan outlines, HSU is restructuring and reprioritizing its capital program to focus on renovation of existing facilities to meet near term growth, expansion and modernization so that we may continue to successfully deliver academic programs to our students. Our focus is on updating our

(Continued on page 19)

(Continued from page 18)

Library and Theatre Arts buildings to include seismic retrofitting and improved educational space. Jenkins Hall is slated to be completely renovated to accommodate smart lecture halls, updated lab space and flexible faculty office space. HSU recently completed a utility master plan and is conducting utility based commissioning audits on our older building on campus. Our five-year capital funding plan also includes



Library

updating HVAC equipment, systems and controls, electrical system improvements, replacing elevator equipment, ADA accessibility improvements, and safety and compliance improvements. Additionally, to plan for expected growth, we are proposing a new 600-bed housing project for completion by 2017/18.

Humboldt State University presently has \$105 million in deferred maintenance. State funding for capital projects has been very minimal in the past several years. Annual one-time funds of between \$500,000 and \$4,200,000 have been allocated from university resources to help defray some of the maintenance needs. However, even the legislators recognize that additional efforts are needed in the coming years. The 2014-15 Governor's Budget proposes to shift the budget burden for debt service on outstanding State General Obligation (GO) bonds and State Public Works Board (SPWB) bonds that have been issued on behalf of the CSU from the State to the CSU on a permanent basis. With this additional funding and with authority to secure CSU debt, the Governor is proposing the CSU system have the authority and responsibility to handle facility infrastructure modernization and maintenance for the foreseeable future. Chancellor White continues talks with the Governor's staff on this proposal. It is complicated and at present leaves the CSU system with very little flexibility to improve facilities while covering indebtedness payments for the next fifteen to twenty years.

(Continued on page 20)

(Continued from page 19)

Year One

Priority	Title	Cost Estimate	Cost Estimate Total	NOTES
1	Seismic Retrofit (IA), Library Planning & Working Drawings	395,000	395,000	
2	Fire Alarm Systems Modernization (Code Compliance)- Phase 1	478,500	478,500	
a	Art A	45,000		
b	Art B	76,500		
c	Founders Hall	124,500		
d	Music	54,000		
e	Siemens Hall	79,500		
f	Gist Hall	99,000		
3	Jenkins Hall Renovation & Retrofit	2,442,000	2,442,000	
a	Fire Alarm Modernization (Code Compliance)	55,500		
b	Systems Retrofit (Controls, Metering, HVAC Equipment & Commissioning)	1,095,000		
c	Electrical & Lighting System Retrofit & Modernization	672,000		
d	Roof Replacement	619,500		
4	Science A Renovation & Retrofit	4,089,200	4,089,200	
a	Fire Alarm Modernization (Code Compliance)	109,500		
b	Fire Protection System Modernization (Code Compliance)	522,000		
c	Elevator Modernization	207,700		
d	Systems Retrofit (Controls, Metering, HVAC Equipment & Commissioning)	3,250,000		
5	Elevator Modernization- Phase 1	589,600	589,600	
a	Gist Hall	207,700		
b	Siemens Hall	174,200		1st YEAR INFRASTRUCTURE FUNDING TOTAL
c	Founders Hall	207,700		7,994,300
1 (ADA)	ADA Improvements- Phase 1	475,000	475,000	
a	Accessible Exterior Elevator, Ramps & Walkways- Jenkins Hall	300,000		
b	ADA Master Plan Tier 1 Barriers- Curb Ramps	160,000		1st YEAR ADA FUNDING TOTAL
c	ADA Accessible Building Signage- Forestry	15,000		475,000

(Continued on page 21)

Years Two and Three

Priority	Title	Cost Estimate	Cost Estimate Total	NOTES
6	Library Renovation (includes seismic retrofit)	7,247,700	7,247,700	
a	Seismic Retrofit (IA) Construction	4,741,000		
b	Fire Alarm Modernization (Code Compliance)	222,000		
c	Fire Protection System Modernization (Code Compliance)	610,500		
d	Elevator Modernization	174,200		
e	Systems Retrofit (Controls, Metering, HVAC Equipment, Distribution System & Commissioning)	1,500,000		
7	Fire Alarm Systems Replacement- Phase 2	321,000	321,000	
a	Forbes Gymnasium	114,000		
b	Temporary Music	61,500		
c	Forestry	63,000		
d	Natural Resources	64,500		
e	Science B	18,000		
8	Elevator Modernization- Phase 2	415,400	415,400	
a	Theatre Arts	207,700		2nd YEAR INFRASTRUCTURE FUNDING TOTAL 7,984,100
b	Science B	207,700		
2 (ADA)	ADA Improvements- Phase 2	420,000	420,000	
a	ADA Accessible Exterior Elevator- South Campus (NR to BSS)	300,000		2nd YEAR ADA FUNDING TOTAL 420,000
b	ADA Master Plan Tier 1 Barriers- Ramps	120,000		
9	Seismic Upgrade (IA), Van Duzer Theatre Planning & Working	520,000	520,000	
10	Fire Alarm Systems Replacement- Phase 3	319,500	319,500	
a	Theater Arts	117,000		
b	Van Matre Hall	55,500		
c	Recreation & Wellness Center	147,000		
11	Science A Electrical & Lighting System Modernization	2,350,400	2,350,400	
12	Science Buildings D & E Retrofit (Controls, Metering, HVAC E	1,400,800	1,400,800	
13	Natural Resources Retrofit (Controls, Metering, HVAC Equipm	1,531,500	1,531,500	
14	Founders Hall Retrofit (Controls, Metering & Boiler)	1,170,000	1,170,000	3rd YEAR INFRASTRUCTURE FUNDING TOTAL 8,033,200
15	Music Retrofit (Controls, Metering, HVAC Equipment & Conn	741,000	741,000	
3 (ADA)	ADA Improvements- Phase 3	470,000	470,000	
a	ADA Master Plan Tier 1 Barriers- Ramps	120,000		3rd YEAR ADA FUNDING TOTAL 470,000
b	ADA Master Plan Tier 1 Barriers- Sidewalks	350,000		

(Continued on page 22)

(Continued from page 21)

Year Four

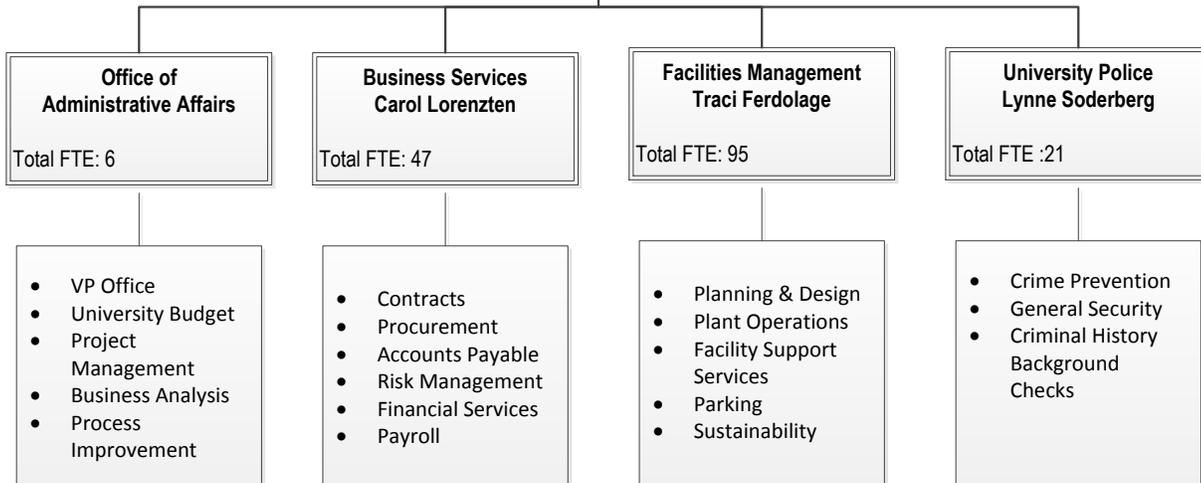
Priority	Title	Cost Estimate	Cost Estimate Total	NOTES
16	Seismic Retrofit (IA), Van Duzer Theatre Construction	7,084,000	7,084,000	
17	Campuswide Energy Efficient Plumbing Fixture Replacement	900,000	900,000	
18	Gist Hall Renovation & Retrofit	4,614,500	4,614,500	
a	Fire Protection System Modernization (Code Compliance)	466,500		
b	Retrofit (Controls, Metering, HVAC Equipment & Commissioning)	1,431,000		
c	Electrical & Lighting System Retrofit & Modernization	1,742,000		
d	Roof Replacement	975,000		
19	Campuswide Outdoor Lighting & Controls Upgrade	1,200,000	1,200,000	
20	Art B Retrofit (Controls, Metering, HVAC Equipment & Comm	1,369,600	1,369,600	
21	Art A Retrofit (Controls, Metering, HVAC Equipment & Comm	1,708,900	1,708,900	
22	Siemens Hall Retrofit (Controls, Metering, HVAC Equipment &	1,575,000	1,575,000	
23	Recreation & Wellness Center Electrical & Lighting System M	1,739,400	1,739,400	
24	Forbes Gymnasium Electrical & Lighting System Modernizati	1,207,700	1,207,700	
25	Roof Replacement- Phase 2	1,551,150	1,551,150	
a	Theater Arts	372,750		
b	Sculpture	420,000		
c	Science B	758,400		
26	Ceramics Retrofit (HVAC Equipment & Controls, Metering, Electrical Equipment & Lighting & Insulation)	689,000	689,000	
27	Sculpture Retrofit (HVAC Equipment, Controls, Metering & Ins	650,000	650,000	
28	Campuswide MBCx Projects	3,587,308	3,587,308	
a	MBCx- Forestry (includes controls & metering)	320,996		
b	MBCx- Student Business Services (includes controls & metering)	375,662		
c	MBCx- Harry Griffith Hall (includes controls & metering)	328,716		
d	MBCx- Plant Operations (includes controls & metering)	263,324		
e	MBCx- Temp Music (includes controls & metering)	236,753		
f	MBCx- Van Matre (includes controls & metering)	315,766		
g	MBCx- Student Recreation Center (includes controls & metering)	298,147		
h	MBCx- Telonicher Marine Lab (includes controls & metering)	273,065		
i	MBCx- Nelson Hall East (includes controls & metering)	316,700		
j	MBCx- Science B (includes controls & metering)	395,320		
k	MBCx- Theater Arts (includes controls & metering)	462,858		
29	ADA Improvements- Phase 2	105,000	105,000	
a	ADA Master Plan Tier 1 Barriers- Doors & Gates	40,000		
b	ADA Accessible Building Signage- Gist Hall	40,000		
c	ADA Accessible Building Signage- Library	25,000		
		Humboldt Total	53,253,158	
				FOURTH YEAR & BEYOND FUNDING TOTAL
				14,183,058



Administrative Affairs
Joyce Lopes
Total FTE: 169

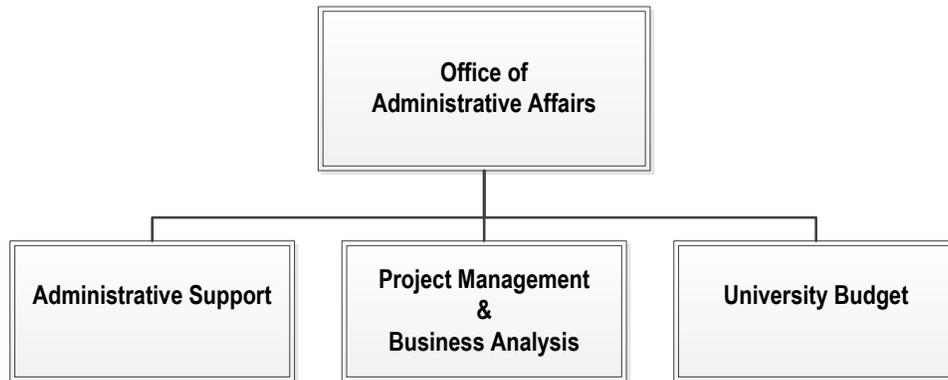
University Center
Dave Nakamura
Total FTE: 173

- Business Services
- Dining Services
- Center Arts
- Center Activities
- Operations



ADMINISTRATIVE AFFAIRS DEPARTMENT PROFILES

OFFICE OF ADMINISTRATIVE AFFAIRS



Total FTE: 6

Core Services:

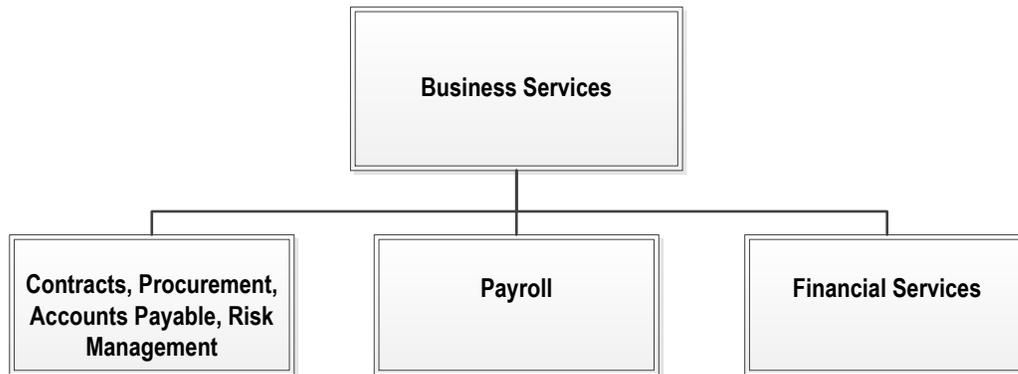
- Administrative and communication support
- Project Management
- Business Analysis and Process Improvement
- Program Review, Evaluation, and Planning Program (PREP) Support
- Develop and Implement University Budgets
- Train and Educate on Financial Concepts, Policies, and Processes

The Office of Administrative Affairs provides administrative support, project management, business analysis, and portfolio management leadership and training to Administrative Affairs teams. University Budget provides leadership and support in the planning and allocating of campus resources, including developing and implementing budgets, training and educating the campus on financial concepts, policies and processes and collaborating with the campus community to advance the University Mission. Successful planning and process improvement management involves maintaining alignment to the strategic goals and mission of the University and Division as we implement new initiatives. We provide and promote best practices, tools, techniques, training, and management (or consultation to others fulfilling the role) to efficiently deliver projects on time and budget and that add value for the customer. We develop and oversee the governance, processes, and tools used to plan, create, assess, balance and communicate the execution of initiatives and budget planning. We facilitate problem solving and process improvement using a collaborative, interest-based approach.

2013—2014 Commitment and Goals:

1. Support campus-wide communication for the division and provide leadership for day-to-day and initiative priorities
2. Deliver a divisional campus communication process and calendar to improve campus communication and collaboration.
3. Deliver a set of project management tools, methodology, and training offerings to provide consistency across initiatives.
4. Deliver an initiatives portfolio and a prioritization process (with evaluation criteria) that is transparent.
5. Deliver a division-wide Program Review
6. Help the institution to align resources with priorities.
7. Implement a budgeting and planning tool.
8. Develop training to provide guidance and improve understanding of budget and financial concepts for various areas on campus.
9. Develop reports and dashboards to facilitate data driven decision making.
10. Continue to document existing budget processes and update and/or develop new policies and processes as needed.

BUSINESS SERVICES



Total FTE: 47

Core Services:

- Procurement and Purchasing
- Contract Administration
- Risk Assessment
- University Insurance

- Payroll
- Accounting
- Audit Support
- Student Financial Services
- Accounts Payable
- Safety Services

- Travel
- Asset Management
- Financial Reporting

Business Services is a service organization and a strategic partner with all units of the University and its Auxiliary Organizations. Our mission is to maintain the University’s fiscal integrity through accurate record-keeping and adherence to State, CSU, and University policies; to provide financial reporting and analysis as required; to safeguard the financial assets of the University; to ensure a safe University environment; and to provide support to the logistical and administrative resources. We provide our services in a courteous and collaborative manner to faculty, staff, students, and visitors. We support the University’s commitment to fostering and supporting diversity.

2013—2014 Commitment and Goals:

1. Forward the mission and goals of the University by implementing the PREP process
2. Standardize and document business processes.
3. Customer Service - Outreach activities
4. Developing staff through professional development and training.
5. Improve communication by developing the Student Financial Services portion of the Student Portal
6. Provide accurate and timely information to students, parents, and campus community
7. Provide student opportunities to increase job skills
8. Pursue innovative and sustainable business processes to reduce our environmental imprint
9. Provide the campus ongoing training to ensure a reliable workflow of accurate payroll output.
10. Identify ways to effectively and efficiently maintain payroll software systems, while sustaining and improving our current levels of accuracy and proficiency.
11. Evaluate payroll processes to provide consistent customer response and to streamline our practices.
12. Work collaboratively with the campus community implementing the Common Human Resource System.

(Continued on page 26)

(Continued from page 25)

Payroll

Total FTE: 7

Core Services:

- Campus Payroll
- Benefit Processing
- Sponsored Programs Foundations Payroll (with ADP)
- Leave Accounting

Payroll processes documentation to pay faculty, staff, and students employed by the university. Employee pay warrants are issued by the State Controller's Office (SCO) in Sacramento and forwarded to the campus for processing and distribution. The department also maintains employee leave credit records.

Accounting, Audit, and Student Financial Services

Total FTE: 26

Core Services:

- Receipt and Deposit Funds
- Distribute Payroll Warrants, Student Refunds, and Financial Aid
- Oversee the Federal Perkins Loan Program
- Payment Card Industry (PCI) Compliance
- Tuition Statement (1098-T) Distribution
- Cash and Asset Management
- Financial Reporting
- University Account Reconciliation

Accounting, audit, and student financial services is responsible for accounting functions including bank reconciliations, account reconciliations, remittance to the State Controller's Office, expenditure transfers, cash management, agency trust fund accounts, interagency agreements, accounting for instructionally related activities and reimbursed activities. We track, manage, and report on the university's capitalized assets. Tracking activities include tagging newly-acquired property, conducting annual physical inventories, and maintaining a property database. The office also capitalizes improvements to existing campus buildings and land, manages university storage spaces, and disposes of surplus assets. Student Financial Services is the central location for cashiering, donation and gift processing and student account inquiries. Activities include assisting students with the registration process, providing information related to payments, refunds, deadlines and general questions about their student account.

(Continued on page 27)

(Continued from page 26)

Purchasing, Procurement, Contracts and Accounts Payable

Total FTE: 9

Core Services:

- Purchase Goods and Services
- Contract Administration
- Procurement Card (ProCard) process management
- Vendor Management
- Travel and Moving Reimbursement
- Corporate and ProCard Payment

Purchasing, Procurement, Contracts and Accounts Payable is a service organization and strategic partner with all units of the University. Our mission is to provide excellent customer service to the campus and community, including purchasing goods and services, working closely with vendors, administering contracts, managing corporate and procurement credit cards, handling travel requests and paying invoices and reimbursement requests for the University.

In addition, we support the University's commitment to fostering and supporting a diverse and inclusive learning community for our students by offering services to all vendors.

Risk Management and Safety Services

Total FTE: 5

Core Services:

- Identify and Evaluate Risk
- Monitor Risk Management Results
- Hazard Identification, Evaluation, and Control
- Employee Training
- Incident/Accident Investigation
- Oversee Emergency Management

Risk Management and safety services practices of Humboldt State University are specifically designed to identify and assess all types of risk to the campus, and to implement appropriate risk management techniques to protect the University and allow it to carry out its mission. We work with the staff and faculty of Humboldt State University to provide a safe and healthful workplace by developing and implementing various programs in order to minimize the risk of occupationally related injury or illness. This is accomplished through integrated steps of hazard identification, evaluation, and control, employee training and incident/accident investigation. It is the goal of the Risk Management Policy to aid in the identification and evaluation of risk, to facilitate the selection and application of the best risk management techniques, and to monitor the results.

FACILITIES MANAGEMENT



Total FTE: 95

Core Services:

- Planning & Design Services
- Space Management
- Transportation and Fleet Services Management
- Facility, Grounds, Roadways & Parking Management & Maintenance
- Custodial Services
- Campus Mail & Distribution Services
- Moving Services
- Surplus Property
- Construction Services
- Building Official, Permitting, & Code Enforcement
- Energy Management & Utilities
- Sustainability Programs & Initiatives
- Waste & Recycling Services
- Key Distribution
- Warehousing & Supplies

Facilities Management manages the physical assets of the campus and is comprised of four different divisions each tasked with a specific area of responsibility. We are committed to fulfilling our responsibilities to ensure the campus is maintained in the most aesthetically pleasing and optimal operating condition possible in order to support the mission and goals of the University. We accomplish this through the provision of responsive, cost-effective and sustainably-oriented planning, design, construction and maintenance services to the campus community.

The Divisions within Facilities Management are:

- **Planning & Design:** Responsible for planning and design oriented tasks to support improvements to and future development of the physical campus.
- **Plant Operations:** Responsible for the overall maintenance and construction of the physical campus as well as provision of facility-related services required to ensure University programs are properly supported. The division is comprised of five units including Building Maintenance Services, Construction Services, Engineers, Auto Shop & Energy Management Services, Custodial & Logistics Services, and Grounds & Landscape Services.
- **Office of Sustainability:** Responsible for leading and implementing sustainability-related initiatives and services to the campus including management of University refuse and recycling services.
- **Facility Support Services:** Responsible for provision of support services to the campus community and other divisions within the department so as to ensure effective implementation of services offered by Facilities Management.

(Continued on page 29)

2013—2014 Commitment and Goals:

- **Customer Service:** We commit to understanding the needs of the campus community, communicating effectively and delivering services and solutions in a courteous, professional and timely manner.
- **Collaboration & Transparency:** We commit to building strong, successful partnerships and sharing our expertise and knowledge within our department and with the campus community.
- **Respect:** We commit to developing and maintaining mutual respect through soliciting input, active listening and communication, recognizing diverse points of view, and receiving constructive feedback.
- **Integrity:** We commit to conducting our business ethically and with the highest level of integrity while demonstrating social responsibility and showing respect for those with whom we work, partner and contract.
- **Excellence & Pride:** We commit to the highest standards of quality and performance and are dedicated to continuous improvement. We are proud of our work and are devoted to serving the campus community.
- **Effectiveness & Accountability:** We commit to efficient, transparent processes and delivery of services that meet campus priorities and achieve department goals while also being fiscally, operationally, and environmentally responsible.
- **Innovation:** We commit to continuously learn, develop and improve; we will build on our successes and learn from our failures.
- **Stewardship:** We commit to respecting the history and traditions of the University while managing our resources for the benefit of present and future generations while taking responsibility for our work and actions.
- **Safety:** We believe workplace injuries are preventable and will work together to promote safety and wellness within the department and throughout the campus community.
- **Employee Ownership & Satisfaction:** We commit to providing the resources, professional development and support necessary to effectively complete our job responsibilities. We commit to having a work environment inclusive of diversity and conducive to staff engagement, a sense of ownership, high performance and professional satisfaction

UNIVERSITY POLICE

University Police

Total FTE: 23

Core Services:

- Crime Prevention
- General Security
- Criminal History Background Checks

University Police is a team committed to providing professional, service-oriented law enforcement, parking/commuter services, and emergency management to the campus community.

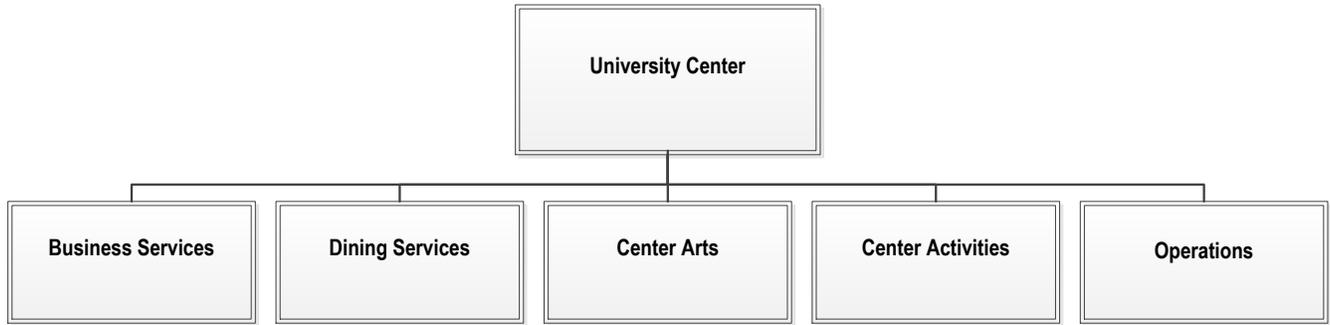
All personnel are proactive, accessible and accountable representatives of Humboldt State University, as well as active partners with local agencies serving the North Coast. We are leaders in creating a safe campus, promoting student success, and educating individuals to be responsible members of society.

2013—2014 Goals:

1. Provide 24/7/365 Campus law Enforcement Presence
2. Provide 24/7/365 Emergency Dispatch Center Services
3. Participate in interactive programs with students and Student Services staff to foster community oriented policing strategies.
4. Policy Manual Conversion to Lexipol (web-based service) to meet HSU, CSU, Federal and State mandates
5. Camera System Upgrade with DHS 2010 Grant.
6. RIMS (Sun Ridge Systems integrated public safety software) / Internet computer system conversion
7. Provide more support for Emergency Management Coordinator and remove administration of EMC from UPD



UNIVERSITY CENTER



Total FTE: 173

Core Services:

- Dining Facilities/Catering
- Mini Markets/Vending Machines
- Event Planning and Management
- Recreational Activities
- Business Services/C-Card Administration

The University Center is a comprehensive campus auxiliary and student union that provides Humboldt State University’s students and the greater campus community with services, conveniences, and amenities vital to the daily life of campus. Dining Services provides a diverse selection of venues, meals, and services for residents, students, the campus community, and visitors to HSU. Dining Services strives at being competitively priced compared to our sister campuses, provides a great value for the products and services it provides, and is a robust economic contributor as a campus operated entity. Dining Services operates seven venues at HSU and also runs the campus catering service.

Opportunities to grow, recreate and experience in areas outside of the academic classroom are provided through organized recreational, cultural and educational offerings. CenterArts is the professional performing arts and entertainment presenter of Humboldt State University. Its programs serve HSU students, staff, and faculty, as well as the general community of Humboldt County. In addition to concert presentations, CenterArts offers a variety of master classes and workshops with nationally known performers to help enhance the classroom experience. Center Activities provides a large variety of outdoor, recreation and social experiences emphasizing adventure, environmental awareness, education, challenge, personal development and wellness, safety, a sense of community, and fun. In addition, Center Activities manages three facilities and its programs including the Student Recreation Center, the Recreation & Wellness Center, and the Humboldt Bay Aquatic Center.

2013—2014 Goals:

1. Complete the design process, construction documents, bid award and commence construction for renovating the Depot dining facility within the University Center.
2. Develop methods to communicate nutritional information concerning menu items within Dining Services.
3. Purchase an upgraded ticketing software system for us in the CenterArts Ticket Office.
4. Purchase and install an electronic signage system within University Center facilities.

(Continued on page 32)

(Continued from page 31)

5. Investigate software programs to enable online registration and outdoor equipment rentals for Center Activities.
6. Install sound systems in the Recreation & Wellness Center to enhance programming options.
7. Present a series of large-scale, student oriented concerts.
8. Initiate the design process for remodeling the Associated Students Clubs & Activities offices.



ADMINISTRATIVE AFFAIRS LEADERSHIP TEAM



Joyce Lopes, Vice President of Administrative Affairs; Chief Financial Officer

The Administrative Affairs division is headed by **Vice President Joyce Lopes**. As vice president, Ms. Lopes works within the broad university community to strengthen and further align central administrative services and financial functions with the university's core mission of teaching, research, and service. With over 30 years experience in education administration Lopes came to HSU from Western Placer Unified School District where she was Chief Business Officer and Assistant Superintendent. Along with being a certified public accountant, she holds a masters degree in Business Administration and an exclusive certificate from the Chief Business Officer Leadership Institute sponsored by the California Association of School Business Officers. Joyce is also a trained consultant in interest-based negotiations.

As Vice President of Administrative Affairs, Ms. Lopes reports directly to the University President for all matters related to the management and oversight of the business and financial affairs of the University, including implementation of all fiscal policies and regulations.

As one of four vice presidents, the Vice President for Administrative Affairs is a member of the President's executive management staff and plays a key role in the development of University policy; represents and acts for the President on matters of established policy within the University and The California State University System; represents the campus in dealings with other universities and with the local communities in matters of mutual interest and concern; and accepts specific delegations and assignments requiring coordination at senior administrative levels. The Vice President oversees a staff of approximately 275 persons.



Carol Lorenzten, Associate Vice President of Business Services

Associate Vice President of Business Services, Carol Lorenzten has almost thirty years experience in higher education, including public policy development and implementation. Carol has been with Humboldt State for eleven years and in her current position since 2006 where she is responsible for business functions including: financial accounting services, student financial aid services and cashiering, contracts and procurement, risk management, environmental health and safety, hazardous waste management,, and payroll as well as financial oversight of the auxiliary enterprises and organizations.



Traci Ferdolage, Associate Vice President of Facilities Management

Associate Vice President of Facilities Management, Traci Ferdolage received her degree in Physical Education from HSU in 1991 and served as the City of Arcata's Recreation Coordinator and McKinleyville Community Service District's Director of Parks and Recreation. Traci joined HSU in 2004 as a construction project manager after earning her master's degree in Business and has been in her current position since January 2013.

Over the last ten years Traci has been involved in the management of construction projects with a total value of more than \$100M. Her current responsibilities include oversight of the University's Planning, Design, Construction, Sustainability, Operations & Maintenance Management functions.



Lynne Soderberg, Chief of Police

Chief of Police, Lynne Soderberg is responsible for the daily operations and oversight of the HSU Police Department. She works along side the other campus divisions, especially Student Affairs, to promote student success, provide for campus safety, and ensure professional, proactive, and responsive police services to the campus community.

Lynne has nearly 30 years in law enforcement; seven at HSU (2 1/2 years as Chief) and over 22 at the Eureka Police Department.

She graduated from HSU in 1984 and is a 2008 graduate of the FBI National Academy. Certified as a trainer in Applied Suicide Intervention Skills Training, she also has considerable experience in Crisis Intervention Team training, Hostage Negotiation Team supervision, and Field Training Program management.



Dave Nakamura, Executive Director of University Center

The **University Center** is a diverse organization led by **Executive Director, Dave Nakamura**. Dave is a graduate of HSU with over 25 years of experience on campus. Through this time he's served with Center Activities in all areas of student programming, leadership development, administration and facility development. He's been the UC Executive Director since 2009. His responsibilities include oversight and supervision of all areas of the University Center, including its enterprise operations, business services, personnel management and facilities.



HUMBOLDT
STATE UNIVERSITY

Administrative Affairs

Humboldt State University

1 Harpst St, SBS 345, Arcata, CA 95521

707.826.3351 | aaec@humboldt.edu | www.humboldt.edu/adminaffairs