

## **MINUTES**

**Trustees Present:** Mark Baldwin, Rani Borkar, Darry Callahan (*vice chair*), Michele Longo Eder, Paul Kelly, Brenda McComb, Brett Morgan, Laura Naumes, Preston Pulliams, Ed Ray (*ex officio*), Pat Reser (*chair*), Kirk Schueler, and Mike Thorne

**University Staff Present:** Sherm Bloomer, Steve Clark, Debbie Colbert, Glenn Ford, Becca Gose, Mike Green, Mark Huey, Jock Mills, Sabah Randhawa, Cynthia Sagers, and Marcia Stuart

**Guests:** Mike Bailey (*president, OSU Faculty Senate*), Steve Shields (*owner, Constructive Endeavors Consulting*)

### **1. Chair's Welcome**

Chair Pat Reser welcomed attendees and thanked them for taking time out of busy schedules to participate in the Board's first retreat. She also thanked Provost Randhawa, Director of Budget and Fiscal Planning Sherm Bloomer, Board staff and others at the university for developing the retreat program and handling logistics. Chair Reser said that the retreat goal was to discuss key issues affecting the development of a 10-year university business plan.

### **2. Facilitator's Introductory Remarks**

Retreat Facilitator Steve Shields presented an overview for the day's activities. He advised trustees to listen for the intent of comments, rather than the specific wording and to respond to comments in an additive, rather than subtractive, fashion.

### **3. Provost's Presentation**

In his presentation, "Oregon State University: Towards a 10-Year Business Plan," Randhawa provided the trustees with the broad context in which Oregon State operates and also with a perspective on the university as an ecosystem. He noted the significant changes that have occurred during the past 10 years in the university's operating budget, enrollment, degrees awarded and research revenue, among other measures. He also spoke about the effect on tuition of the state's decrease in funding for higher education. In summarizing Strategic Planning 3.0, he described the university's efforts to operationalize SP3.0 through a 10-year business plan.

### **4. Overview of Base Scenarios**

Following a discussion among the trustees about the presentation, Randhawa and Bloomer presented several scenarios that centered on future enrollment for the university. Shields facilitated a series of discussions involving the retreat participants as a large group and in small groups to identify key areas of alignment in the Board's collective thinking. Topics

included enrollment mix and size of the university, access and affordability, student success, and research.

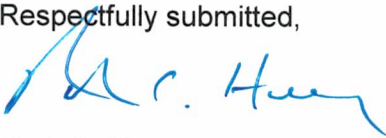
**5. Final Comments**

Chair Reser invited all retreat participants to share what they had learned or what they felt were highlights of the day's event. Trustees thanked staff and Shields for the attention paid to background materials and pace of discussions during the day. Trustees said that they appreciated the discussions being kept at a level of policy and overall direction, rather than at the level of management and noted that such discussions provided a way for the Board to learn to be of value to the university. They asked that time be set aside at Board meetings for longer discussions to better understand complex issues facing OSU.

**6. Adjournment**

There being no further business, the retreat was adjourned at 5:00 p.m.

Respectfully submitted,



Mark C. Huey  
Assistant Board Secretary