



The Board of Trustees of Oregon State University

Retreat
October 18, 2017
Guin Library Seminar Room, Hatfield Marine Science Center
Newport, Oregon

MINUTES

Committee Members Present: Mike Bailey, Patty Bedient, Rani Borkar (*chair*), Julia Brim-Edwards, Darry Callahan (*vice chair*), Michele Longo Eder, Paul Kelly, Angel Mandujano-Guevara, Preston Pulliams, Ed Ray (*ex officio*), Kirk Schueler, and Mike Thorne

University Staff Present: Jennifer Almquist, Dan Arp, Sherm Bloomer, Susan Capalbo, Steve Clark, Debbie Colbert, Ed Feser, Becca Gose, Mike Green, Bob Mason, Javier Nieto, Susana Rivera-Mills, Cindy Sagers, and Marcia Stuart

Guests: Steve Shields (*owner, Constructive Endeavors Consulting*)

1. Vice Chair's Welcome

Vice Chair Darry Callahan welcomed trustees and staff to the retreat. He then summarized the main topics for the retreat: affordability and excellence. He noted that the topics build on conversations held at the two previous retreats and on matters regularly before the Board. In particular, Callahan said trustees had expressed ongoing concern about affordability since the Board's inception. He said that no decisions would be made and that the primary aim was to develop a better understanding of how the Board manages the multiple objectives of affordability and excellence.

2. Facilitator's Introductory Remarks

Retreat Facilitator Steve Shields presented an overview for the day's activities. He noted that the intent was not to solve problems; rather, it was to engage in a strategic conversation looking forward. Shields then described the three ideal outcomes for the retreat: identifying common views or varying views and the thinking behind them; exploring where and how priorities conflict and identifying possible reconciling ideas; and discussing the challenges and risks of doing something different or continuing on the current path.

3. Discussion

The format of the retreat involved a series of small group and large group discussions. Trustees started with small group conversations about affordability and access and then moved to a discussion by the larger group. Attendees discussed varying definitions of access and identified barriers to access, particularly across subgroups of students. Definitions, perceptions, and a range of measures of affordability were also discussed. Next, attendees discussed academic excellence across the three areas of OSU's mission—research, teaching, and outreach and engagement. The conversation focused on what it means and whether it is possible to achieve excellence in all three areas. Throughout the day, attendees also discussed student access and academic excellence as priorities of the university's strategic vision, and trustees discussed the approaches, investments, guiding

principles, and management of external pressures needed to realize that vision moving into the university's next strategic plan and beyond.

4. Final Comments

At the end of the day, Shields summarized the day's discussion. He reflected on the desire of trustees to see staff develop scenarios for structurally changing the trajectory of the overall cost to degree while still maintaining core commitments to access, affordability, and excellence.

5. Adjournment

There being no further business, the retreat was adjourned at 4:56 p.m.

Respectfully submitted,



Jennifer M. Almquist
Assistant Board Secretary