



MINUTES

Committee Members Present: Mike Bailey, Rani Borkar, Michele Longo Eder, Ed Feser (*ex officio*), Lamar Hurd, Julie Manning, Paul Kelly, Preston Pulliams, and Irem Tumer (*ex officio*)

Other Trustees Present: F. King Alexander (*ex officio*), Patty Bedient, Julia Brim-Edwards, and Darry Callahan

University Staff Present: Jennifer Almquist, Susan Capalbo, Debbie Colbert, Becca Gose, Mike Green, Paul Odenthal, Kendra Sharp, Lauren Skousen, and Patti Snopkowski

1. Call to Order/Roll/Declaration of a Quorum

Committee Chair Preston Pulliams called the meeting to order at 9:36 a.m., asked the board secretary to call the roll, and noted a quorum. Pulliams then made a land acknowledgement statement.

2. Provost's Report

a. Status Report: New and Existing Academic Program Reviews and Professional Accreditations in Progress

b. Workplace Safety, including risk management report

Provost and Executive Vice President Ed Feser began his report by referring to the summary of new academic programs and program reviews included in the materials and noting that the degree programs in artificial intelligence and marine studies had been approved by the Higher Education Coordinating Commission (HECC) and the degree in supply chain and logistics management was pending approval by the Statewide Provosts Council. He provided updates on professional accreditations in progress and searches underway in the colleges of Business and Education. He said that while the search for the vice provost for extension and engagement had been postponed due to challenges in engaging stakeholders during the pandemic, it would resume in November. Feser spoke about a new internal academic program planning process that would engage each academic college and OSU-Cascades in developing an academic program plan to support long-range planning and strategic program development. Parallel to that process, staff are developing new data and reports on enrollment and graduation trends in all academic units. Feser provided an update on enrollment trends, noting a record high in headcount, although credit hours are down slightly from the previous year. He said the primary decline is in enrollment by new students, particularly international students. President F. King Alexander observed that a decline in international students is being seen across the country. Feser added that the university is working to engage international students initially through Ecampus with the opportunity in the future to transition to on campus learning. Feser provided additional enrollment management updates, including an update on the move to test-optional admissions and an

overview of efforts to implement a new university-wide scholarship management system. Feser spoke about the Oregon State University Pledge, which supported spring and summer graduation candidates whose graduation was impeded by the university's COVID-19 instructional delivery changes. He said 46 students received support through the program.

Feser spoke next about efforts by OSU Extension and Engagement to provide support and resources to those across the state impacted by wildfires. He also recognized the division for its engagement with the new Leading Change for Diversity, Equity, and Inclusion training program for academic leaders. Feser provided an update on OSU's participation in an effort to provide broadband connectivity across Oregon that is faster, more secure, and more resilient; spoke about efforts to enhance classroom technology to support remote instruction; and shared that the university is working with the Oregon Health Authority to pilot a smartphone-based system that sends users an alert when they have had a high-risk exposure to COVID-19. Feser provided updates related to the research enterprise, which included noting that OSU had set a record for annual research funding, describing efforts by the Research Office to diversify revenue streams, and providing an update on the university's participation in national conversations on the inclusion of innovation and entrepreneurship in promotion and tenure criteria. He spoke about efforts led by the Division of Student Affairs to prepare educational programming and provide resources for students and others in anticipation of the presidential election results. Feser reported that the pilot faculty-student mentor program had been successful and was now established as a program under the Educational Opportunities Program. He spoke about a new, short term program called OSU Connection Navigators, which is designed to help students who are new to OSU and OSU-Cascades and struggling to feel connected to campus, and he provided updates on undergraduate and graduate education. Feser spoke about Impact Studio, which was developed as a way to surface and vet new innovative ideas that advance Oregon State's strategic goals and improve the university's financial strength, and he provided an overview of several initiatives currently in the studio portfolio.

3. Consent Agenda

a. Minutes of the June 5, 2020 Academic Strategies Committee Meeting

A motion was made and seconded to approve the minutes of the June 5, 2020, Academic Strategies Committee. The motion carried.

4. Discussion Items

a. Faculty Affairs Briefing

Pulliams invited Senior Vice Provost for Faculty Affairs Susan Capalbo to present this item. She began by remarking on efforts by faculty to adapt in response to the changing conditions of the COVID-19 pandemic. Capalbo acknowledged the impacts of the pandemic on faculty work and said that OSU will continue to explore accommodations and adjustments to support faculty in the near and longer-term. She noted that the Office of Faculty Affairs provides oversight of a number of functional areas, including faculty and leadership development, onboarding, and mentorship; university-level promotion and tenure; faculty recruitment, retention, and advancement; academic policies and procedures; and academic labor relations and faculty personnel matters. The office also develops and provides guidance to the academic colleges and other units regarding the recruitment, retention, and advancement of faculty and collaborates with other

offices on a number of efforts. Capalbo provided an update on the Academic Employee and Labor Relations unit, which provides advice, guidance, and direction on a wide range of employee relations and labor relations matters. She reported that leadership has been meeting weekly with United Academics of Oregon State University to discuss ongoing efforts related to the COVID-19 pandemic and to provide updates related to the implementation of the inaugural contract between the two parties. Capalbo provided an overview of the nearly 5,000 academic and professional faculty employed by Oregon State University and spoke about trends in diversity and advancement. She noted that hiring rates for new female tenured and tenure-track faculty peaked in 2016 and have slightly declined over the past several years. Capalbo added that the total number of new tenured and tenure-track faculty has declined as hiring has slowed. In response to a question by Trustee Paul Kelly, Capalbo clarified that while there have been modest gains in the percentages of women in the academic ranks, the percentage of new hires who are women was down in 2019. Capalbo noted that an important national concern is the low numbers of women faculty in science, technology, engineering, and math (STEM) disciplines. At OSU, the percentages of tenured/tenure-track women in STEM colleges has consistently remained near 28%. Capalbo spoke about the racial and ethnic profile for the faculty, noting that continuing to diversify remains a focus. Trustee Michele Longo Eder asked about barriers to diversifying the faculty. Capalbo noted the importance of proactively diversifying applicant pools, developing competitive offers, and focusing on retention and advancement. She added that recruitment and hiring strategies need to expand beyond what has been used historically to include more proactive efforts such as pipeline development and cluster hiring. In a follow on question, Eder asked about the diversity profile of doctoral students and Capalbo spoke to the changing landscape for the professoriate in the twenty-first century and the importance of developing more intentional and robust recruitment and advancement processes. Feser added that while the proportion of people of color earning doctorates has increased over the past decade, a number of barriers to diversifying the professoriate persist and must be addressed. Capalbo provided additional information about efforts to address the impact of the pandemic on faculty, including implementing COVID-19 tenure clock extensions and making the inclusion of student teaching evaluations optional in annual reviews and promotion and tenure dossiers for all courses taught from spring 2020 through winter 2021. She concluded by providing updates on special initiatives and projects for the year.

b. Internationalization and Global Engagement Briefing

Pulliams invited Senior Advisor for Global Affairs Kendra Sharp to present this item. She began by noting that even prior to COVID-19, the higher education landscape for internationalization and global engagement had undergone marked change, and the pandemic introduced new constraints and impacts. Sharp added that the pandemic has highlighted the level of global interconnectedness and the need for global collaboration to solve global challenges. She said the OSU continues to engage globally and pursue new opportunities that have emerged in response to COVID-19. Sharp provided a progress update on special initiatives and projects introduced during the previous year, including developing a formal strategic plan and articulating an approach to comprehensive internationalization; continuing to innovate OSU's educational program offerings; improving cataloging, tracking, and communication of OSU's global activity; and attending to growing concerns about national security and undue foreign influence. She

said that initiatives and projects for the current year would build on these efforts. Sharp spoke about threats to the university's internationalization and global engagement activities and identified a number of opportunities.

Following the report, Trustee Julie Manning noted trending declines in international student enrollments and asked what strategies OSU was utilizing to remain competitive. Sharp spoke about leveraging INTO OSU and the INTO Global Network and maintaining a culture of innovation. In a follow on question, Manning asked about lessons from institutions that have seen growth in international enrollment and Sharp remarked on the importance of developing a robust framework for global activities. Alexander noted the need to be prepared to respond to declines in enrollment, particularly in disciplines that historically have had a large number of international students, and Sharp added that a variety of strategies will be needed to recover and grow international enrollments for OSU. Kelly noted the effect of U.S. immigration policies, and Sharp said that even with policy changes some uncertainty remained about both short- and long-term impacts. Trustee Rani Borkar noted the importance of continuing to build connections and relationships in order to not lose momentum on internationalization and global engagements.

5. Action Item

a. 2021 Academic Strategies Committee Work Plan and 2020 Board

Assessment Results

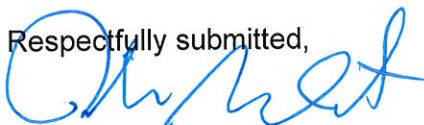
Pulliams introduced this item by reflecting on the work over the past year and the results of this year's trustee self-assessment. He acknowledged the work of committee leaders, Kelly and Eder, and remarked on the flexibility demonstrated by committee members over the past year. Pulliams said that based on survey feedback, he and Manning would be looking to continue the briefing format while also looking to incorporate more discussion panels and other strategies to enrich committee discussion time. Trustee Mike Bailey remarked on the improved rating in response to the survey question about time for the exchange of ideas and thoughtful deliberation. Kelly attributed this change in part to the shift to the briefing model, and Borkar added that the approach provided a solid framework for the committee's work. Eder emphasized the importance of time for discussion with presenters and among trustees.

With no further discussion, a motion was made and seconded to approve the Academic Strategies Committee 2021 work plan. The motion carried.

6. Adjournment

With no further business proposed, Chair Pulliams adjourned the meeting at 11:36 a.m.

Respectfully submitted,



Jennifer M. Almquist
Assistant Board Secretary