



Oregon State
University

The Board of Trustees of Oregon State University

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<http://oregonstate.edu/leadership/trustees>

To: Board of Trustees

From: Rani Borkar, Chair

Subject: 2018 Board Work Plan and 2017 Self-Assessment Results

Date: October 9, 2017

I am enclosing a proposed 2018 Board work plan for discussion at our October Board meeting (Attachment 1).

As I've considered our work in the year ahead, I've asked myself several questions, which I will be interested to hear your thoughts on:

- *Does this proposed agenda for next year fulfill the Board's core responsibilities? See Attachment 2 for the relevant section of our bylaws.*
- *Does it build on the work we accomplished over the last year? See attachment 3 for the current year's work plan.*
- *Is it responsive to feedback from trustees in the latest board self-assessment survey? Does it address any trends in the data we have observed over the last three years? See attachment 4 for a summary of results.*

I am particularly interested in the survey responses and trends and ask that you prepare a few thoughts as you look over the survey data.

You'll see that overall the survey results are positive across all categories. This data is supported by your open-ended comments – each of you expressed great satisfaction with serving on the Board. Much of this satisfaction stemmed from being a part of Oregon State University and supporting the university in fulfilling its mission. Several of us expressed our inspiration from hearing the stories of students whose lives have been positively impacted and learning about the work of faculty and staff.

I also appreciated your comments on what you would like the Board to focus on in the future and your constructive feedback on how to support your engagement such as:

- Focus on the strategic plan and 10-year business forecast
- Examine policy areas that have not yet been addressed
- Develop greater understanding of the fundraising goals of the OSU Foundation
- Engage more broadly in student success including interim assessment of progress on increasing graduation rates

- Focus on the university's financial condition, both in terms of revenues and costs
- Discuss major trends and issues in higher education
- Increase the engagement of some trustees
- Continue to seek greater diversity of board composition, including age diversity
- Ensure that trustees have ample time for thoughtful engagement and exchange, rather than sitting for long presentations
- Provide more opportunity for informal exchange of thoughts

There is a lot of food for thought in these comments and the data. I look forward to our discussion on this and the proposed work plan.

Thank you all for your outstanding work over the past year. Special thanks to our committee chairs and vice chairs for their leadership and dedication over the past year.

Attachment 1

Board of Trustees Calendar Year 2018 Work Plan

Mission & Strategic Direction

- 10-Year Business Forecast: 10-Year Operating & Capital Forecasts: Jan 19, 2018 ☐
- Advancing Equity, Inclusion, and Social Justice: Update on Goals & University Climate: Jan 19, 2018 ☐
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 10, 2018 ☐
- Board Retreat: Oct 10, 2018 ☐
- Strategic Plan 4.0: Each regularly scheduled meeting, expected launch date Oct 2018 ☐
- OSU Foundation Fundraising Goals: Oct 12, 2018 ☐

Board Accountability & Performance

- Annual Governance Refresher: Oct 12, 2018 ☐
- Annual Review of Delegation of Authority: Oct 12, 2018 ☐
- Annual Board Assessment: Oct 12, 2018 ☐
- Annual Committee and Board Work Plans: Oct 12, 2018 ☐
- Election or Re-election of Board Officers: Jan 19, 2018 ☐
- As necessary, update Board membership in Resolution Regarding Classified Information ☐

Fiscal Integrity

- FY2017 Annual Financial Statements: Jan 18, 2018 (Joint EAC/FAC) ☐
- FY2019 Tuition Rates, Mandatory Fees and Student Incidental Fees: Apr 6, 2018 ☐
- 2019-21 Biennial Funding Request to HECC, Operating and Capital: Apr 6, 2018 ☐
- FY2019 Capital Plan: Jun 1, 2018 ☐
- FY2019 Operating Budget: Jun 1, 2018 ☐
- Biennial Review of Investment Policy: Oct 12, 2018 ☐

Educational Quality

- Review of Education and Research Quality Metrics (in conjunction with ASC): Oct 12, 2018 ☐
- New Academic Programs (delegated to ASC) ☐

Engaging University's Major Constituencies

- Each meeting, Faculty Senate, ASOSU, ASCC, HECC, OSU Foundation Standing Reports ☐
- Each meeting, planned activities with students ☐
- Each meeting, planned activities with faculty ☐

- OSU Alumni Association Report: Oct 12, 2018 □

Presidential Search, Assessment, & Compensation

- Board Officers' Report: FY2018 Presidential Assessment: Oct 12, 2018 □
- FY2016-2020 Presidential Employment Agreement Amendment: Oct 12, 2018 □

Possible Educational Opportunities/Themes for Board Activities

- Each meeting: College Spotlight (ASC) □
- Jan 2018: Mission: Improving Human Health & Wellness (College of Public Health and Human Sciences) □
- Apr 2018: Mission: Promoting Economic Growth and Social Progress (College of Business/Student Entrepreneurs) □
- Jun 2018: Mission: Advancing the Science of Sustainable Earth Ecosystems (College of Forestry/Forest Science Complex) □
- Oct 2018: Mission: Impact throughout Oregon and Beyond (OSU Extension) □

Attachment 2

Bylaws of the Board of Trustees of Oregon State University

ARTICLE IV

Responsibilities of the Board

1. **Responsibilities of the Board.** The Board governs the University by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the Board by law, or that are implied by law or are incident to such powers, rights and duties. The Board's governance responsibilities include:
 - a. Determining the mission of the University and ensuring that the mission is kept current and aligned with the goals and mission of public higher education in Oregon.
 - b. Providing insight and guidance to the University's strategic direction.
 - c. Charging the President with the task of periodically leading a strategic planning process; participating in the strategic planning process; approving the strategic plan, and monitoring its effectiveness.
 - d. Hiring, supporting, and evaluating the President and prescribing the President's compensation.
 - e. Ensuring the University's fiscal integrity; overseeing the University's financial resources and other assets; reviewing and approving annual University budgets; and preserving and protecting the University's assets for posterity.
 - f. Ensuring and protecting, within the context of faculty shared governance, the educational quality of the University and its academic programs; and preserving and protecting the University's autonomy, academic freedom, and the public purposes of higher education.
 - g. Engaging regularly, in concert with senior administration, with the University's major constituencies.
 - h. Ensuring the currency of Board governance policies and practices.
 - i. Periodically assessing the performance of the Board and its committees, members, policies and practices.



Board of Trustees Calendar Year 2017 Work Plan

Adopted October 2016

Annotations in Red

Reflect Work Completed, Adjustments, and Additions

Mission & Strategic Direction

- 10-Year Business Forecast: 10-Year Operating & Capital Forecasts: Jan 20, 2017 ☒
- Board Retreat: Oct 18, 2017 ☒
- Advancing Equity, Inclusion, and Social Justice: Update on Goals & University Climate: Jan 20, 2017 ☒
- Strategic Plan 4.0/Vision 2030 Statement: Jan 20, 2017 ☒
- Board Statement of Mission, Principles & Core Values: Apr 21, 2017 ☒
- Advancing Equity, Inclusion, and Social Justice: Annual Report: Oct 20, 2017 ☐

Board Accountability & Performance

- Handling Written Comments Submitted in Advance of Board Meetings: Apr 21, 2017 ☒
- Election or Re-Election of Board Officers for terms starting Jul 1, 2017: Jun 1, 2017 ☒
- 2018 and 2019 Board Calendars: Jun 2, 2017 ☒
- Election of Board Chair: Jun 2, 2017 ☒
- Annual Governance Refresher: Oct 20, 2017 ☐
- Annual Review of Delegation of Authority: Oct 20, 2017 ☐
- Board: Annual Board Assessment: Oct 20, 2017 ☐
- Annual Committee and Board Work Plans: Oct 20, 2017 ☐
- As necessary, update Board membership in Resolution Regarding Classified Information for US Department of Defense: Jun 2, 2017 ☒

Fiscal Integrity

- FY2016 Annual Financial Statements: Jan 19, 2017 (Joint EAC/FAC) ☒
- FY2017 Capital Plan Amendment: Jan 20, 2017 ☒
- Public University Fund Investment Policy Amendments: Jan 20, 2017 ☒
- Framework to Guide Evaluation of Investment Policy Change Requests: Jan 20, 2017 ☒
- FY2018 Tuition Rates, Mandatory Fees and Student Incidental Fees: Mar 17, 2017 ☒
- FY2018 Capital Forecast, including issuance of OSU Revenue Bonds: Jun 2, 2017 ☒
- FY2018 Operating Budget: Jun 2, 2017 ☒
- Liquidity Management Policy: Jun 2, 2017 ☒
- Short-term Financing: Jun 2, 2017 ☒

Educational Quality

- New Academic Programs as forwarded from ASC: ASC charter amended to reflect committee's authority to approve programs ☒

Engaging University's Major Constituencies

- Each meeting, Faculty Senate, ASOSU, **ASCC**, HECC Standing Reports ☒
- Each meeting, planned activities with students ☒
- Each meeting, planned activities with faculty ☒

Presidential Search, Assessment, & Compensation

- **Presidential Compensation Adjustment: Jan 20, 2017** ☒
- **Amendment of the Presidential Assessment Policy: Jun 2, 2017** ☒
- Board Officers' Report: FY2017 Presidential Assessment: Oct 20, 2017 ☐

Educational Opportunities/Themes for Board Activities

- Jan 2017: OSU Research ☒
- Mar 2017: Information technology ☒
- Jun 2017: Joint Meeting Sessions with OSU Foundation Board of Trustees ☒
- Jun 2017: ~~Internationalization~~ **(postponed)** ☐
- Mar/Jun 2017: Student Success ☒

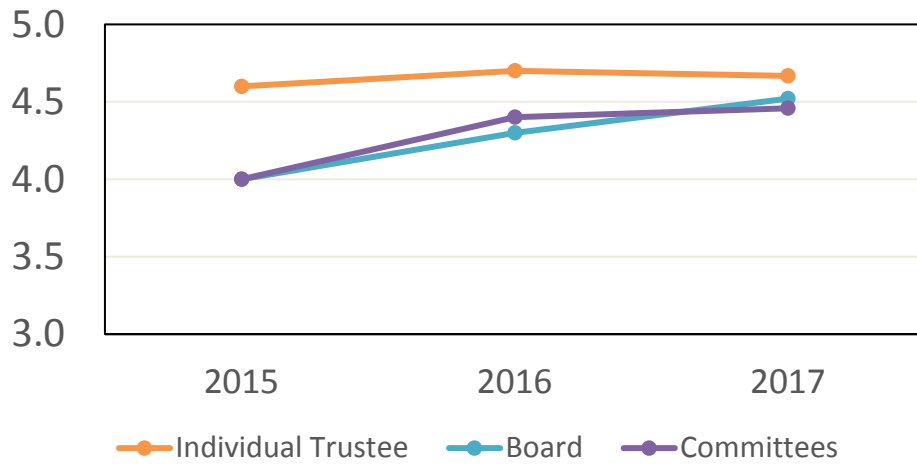
2017 Board Assessment Results

Eleven trustees participated in the self-assessment survey in 2017. The following table provides the average responses grouped by criteria (with 1 representing Strongly Disagree to 5 representing “Strongly Agree”). The survey is divided into four sections (i.e., individual Trustee, Board, Committees, and Board operations) with questions within each category corresponding to specific assessment criteria (e.g., performance, engagement, culture, leadership, and support).

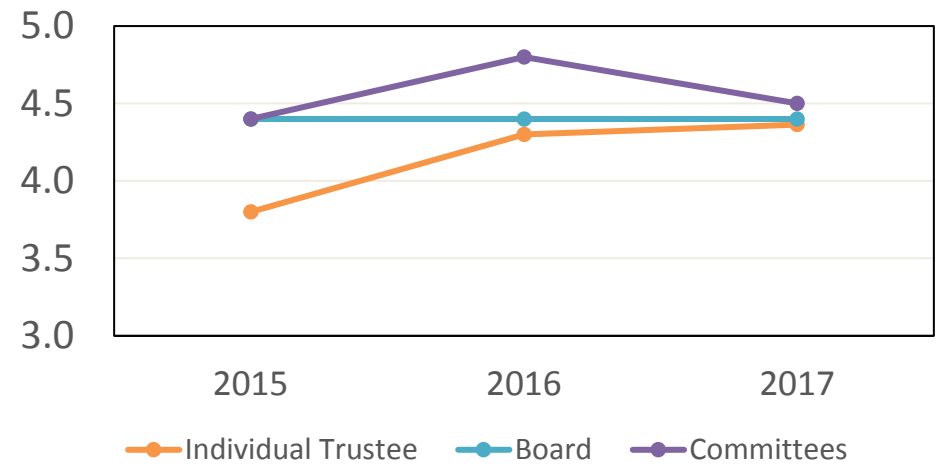
	Responsibilities/ Performance			Engagement			Culture/ Relationships			Leadership			Support		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Individual Trustee	4.6	4.7	4.7	3.8	4.3	4.4	4.5	4.6	4.7						
Board	4.0	4.3	4.5	4.4	4.4	4.4	4.4	4.4	4.5	4.6	4.8	4.8	3.9	4.3	4.4
Committees	4.0	4.4	4.5	4.4	4.8	4.5	4.5	4.9	5.0	4.4	4.8	4.7	4.0	4.5	4.5

Attachment 4 (continued)

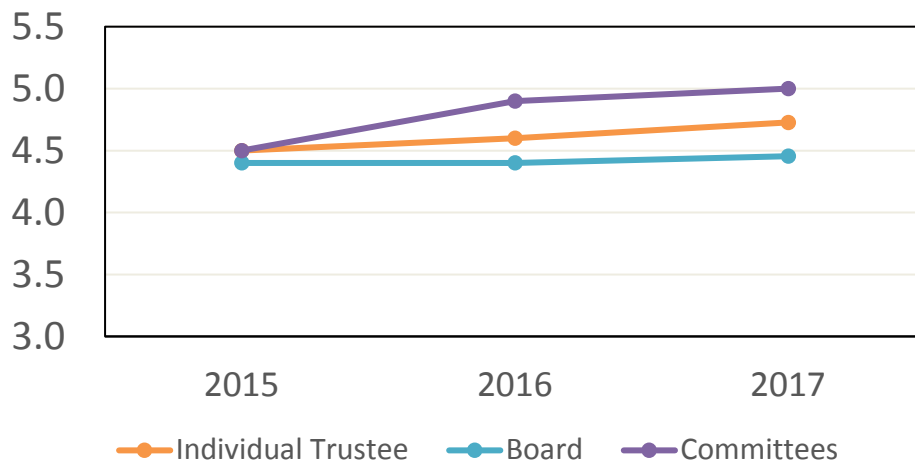
Responsibilities/ Performance



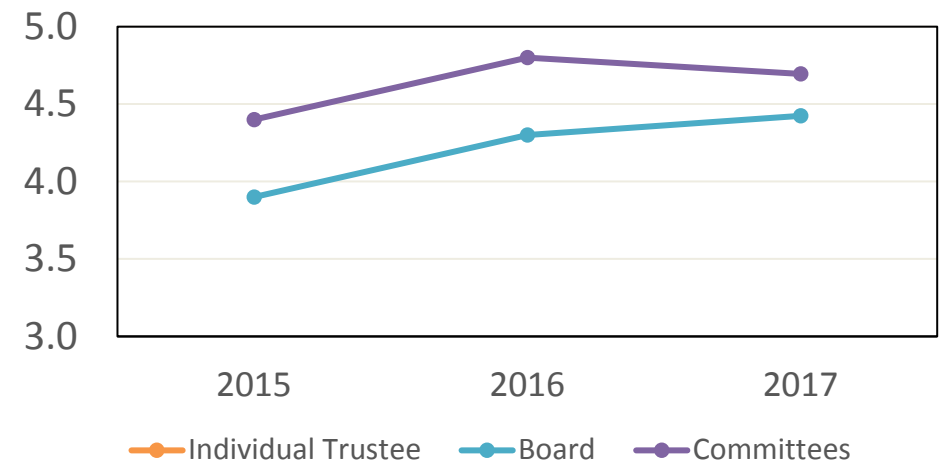
Engagement

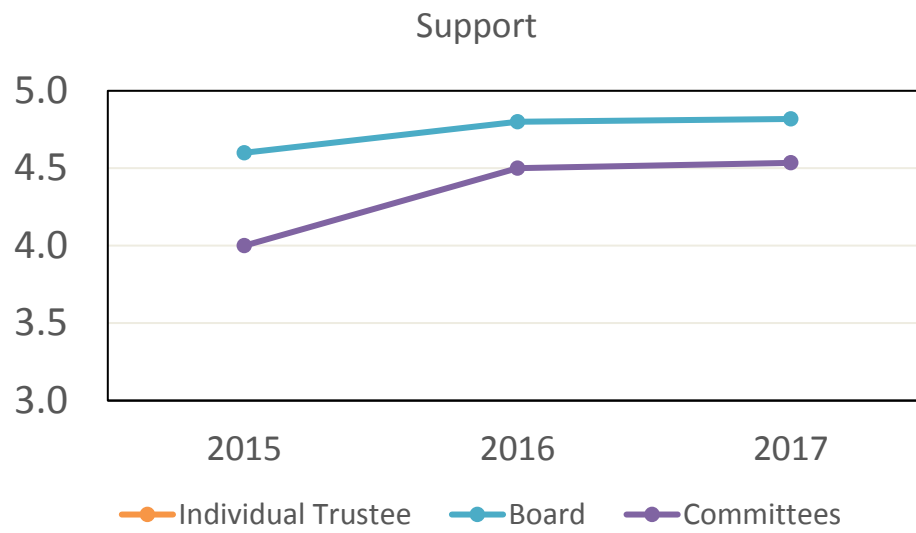


Culture/Relationships



Leadership





Attachment 4 (continued)

Board Assessment Survey:
Response to each question in the "Trustee" section of the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

TRUSTEE:

Criteria	Question	Average Trustee Response		
		2015	2016	2017
Responsibilities/ Performance	I am able to devote the time and energy necessary to actively participate in board and committee meetings.	4.7	4.7	4.7
Responsibilities/ Performance	The amount of time expected of trustees to prepare and participate in board and committee meetings is reasonable.	4.7	4.7	4.5
Responsibilities/ Performance	The amount of time expected of trustees outside of board and committee meetings is reasonable.	4.4	4.8	4.7
Engagement	The board is effectively utilizing my skills and expertise.	3.8	4.3	4.4
Culture/ Relationships	I can speak candidly at board and committee meetings.	4.5	4.4	4.5
Culture/ Relationships	I can participate in committee meetings in which I am not a committee member.	4.6	4.8	4.9
Satisfaction	Serving on this board is satisfying.	4.8	na	5.0

Attachment 4 (continued)

Board Assessment Survey:
 Response to each question in the "Board" section of the survey
 (rating scale ranged from 1-strongly disagree to 5-strongly agree)

BOARD:		Average Trustee Response		
Criteria	Question	2015	2016	2017
Responsibilities/ Performance	The board as a whole has a clear understanding of its role and responsibilities.	4.0	4.0	4.4
Responsibilities/ Performance	The board understands and respects the distinction between its responsibilities and those of management.	4.4	4.2	4.3
Responsibilities/ Performance	The board delegates to the president the authority and flexibility needed to manage and lead the university.	--	--	4.7
Responsibilities/ Performance	The board has the right committee structure and makes good use of its committees.	4.1	4.5	4.6
Responsibilities/ Performance	The board...Provides insight and guidance to the university's strategic direction.	3.8	4.1	4.5
Responsibilities/ Performance	The board...Ensures the university's fiscal integrity by monitoring the university's financial policies and operating performance and by approving university biennial and annual budgets.	4.2	4.4	4.7
Responsibilities/ Performance	The board...Effectively monitors audit outcomes.	3.9	4.3	4.5
Responsibilities/ Performance	The board...Assesses the performance of the president on an annual basis.	4.4	4.8	4.5
Responsibilities/ Performance	The board...Effectively monitors the performance and quality of academic programs.	3.2	4.0	4.1
Responsibilities/ Performance	The board...Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making.	4.5	4.7	4.9
	The board...Operates in a transparent and open fashion.	4.7	4.7	4.7
Engagement	Board members actively participate in discussions.	4.4	4.4	4.4

BOARD:		Average Trustee Response		
Criteria	Question	2015	2016	2017
Culture/ Relationships	The board demonstrates its commitment to shared governance in the way it conducts its business and makes decisions.	4.2	4.6	4.5
Culture/ Relationships	Board members listen to and value each other's comments.	4.6	4.8	5.0
Leadership	The leadership of the board is effective.	4.6	4.8	4.8
Support	Public comment during the public comment section of the meeting and during action items is a valuable opportunity to gather input.	4.2	4.0	4.2
Support	Board meetings...Strike the right balance between long-range, strategic matters and routine matters of oversight.	3.7	4.1	4.3
Support	Board meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.0	4.4	4.9
Support	Board meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.2	4.5	4.5
Support	Board meetings...Cover the right combination of information-sharing, discussion, decision-making, and board education.	3.8	4.3	4.5
Support	Board meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	3.8	4.3	4.2

Attachment 4 (continued)

Board Assessment Survey:
Average response for all three committees to each question in the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

COMMITTEES (combined data)		Average Trustee Response		
Criteria	Question	2015	2016	2017
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.0	4.4	4.6
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	3.9	4.4	4.3
Engagement	Committee members actively participate in discussions.	4.5	4.8	4.5
Culture/ Relationships	Committee members listen to and value each other's comments.	4.4	4.8	5.0
Leadership	The leadership of the committee is effective.	4.3	4.7	4.7
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.1	4.4	4.6
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.2	4.4	4.8
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	3.7	4.2	4.5
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	3.8	4.5	4.2

Attachment 4 (continued)

Board Assessment Survey:
Response to each question in the “Board Operations” section of the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

BOARD OPERATIONS		Average Trustee Response		
Criteria	Question	2015	2016	2017
Communication	Communication with the board is sufficient and timely concerning significant issues and potential problem areas.	4.2	4.4	4.6
Communication	Communication with the board is sufficient and timely concerning major trends and issues in public higher education.	3.8	4.2	4.3
Communication	I feel comfortable contacting the Board Secretary with questions and issues.	4.8	5.0	5.0
Portal	I use the portal to access board materials.	--	--	4.4
Portal	The portal has improved the timeliness of access to meeting materials.	--	--	4.4
Portal	I have the training I need to use the portal for accessing and reviewing documents.	--	--	4.3
Portal	I would prefer to receive materials in hard copy.*	--	--	2.5

* Board Office staff are following up with trustees who responded to this question with a ranking of 4 or 5 to identify options.