



The Board of Trustees of Oregon State University

526 Kerr Administration Building

Corvallis, OR 97331

PHONE: 541-737-8115

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

To: Board of Trustees

From: Pat Reser, Chair

Subject: Calendar Year 2017 Work Plan

Date: October 12, 2016

I am enclosing a draft 2017 Board work plan for our discussion on October 21 (Attachment 1). Please review the draft plan and bring your thoughts on how our work in the year ahead can build on our past efforts, respond to feedback in the recent board assessment, and keep our mission and strategic plan front of mind. Along these lines, I've provided a few reflections below.

Work Completed in 2016

The work completed by the Board in 2016 is summarized in Attachment 2. You'll see that much of the Board's time was focused on its core governance responsibilities as described in its bylaws (see excerpt in Attachment 3). The Board also continued to put key governance documents in place (e.g., presidential compensation philosophy, trustee recommendation policy). Notable among this work is that, in October, the Board will complete its first-ever comprehensive presidential assessment. You'll recall that, when we adopted the presidential assessment policy, we set a goal to conduct a comprehensive assessment at least once every five years.

In our retreat and ongoing discussions with the President and his leadership team, we have provided input and guidance on strategic issues such as advancing equity, inclusion and social justice within the OSU community and developing a 10-year business forecast to implement Strategic Plan 3.0.

All of this work benefited from our regular updates, tours, poster sessions, and other activities that provided valuable time with our amazing students, staff and faculty.

2016 Board Assessment

As we plan the Board's work in the year ahead, it is a good time to reflect on the survey results indicating the strong relationships and positive culture we've developed as a Board and the high level of engagement of our trustees.

These results also provide ideas and feedback for our continuous improvement. In August and September, each of our committees reviewed the results of the [2016 Board Assessment](#) and looked for ways to incorporate this feedback into their work plans next year. I am particularly pleased with the approach developed by the Finance & Administration Committee for next year's tuition-setting process and appreciate its responsiveness to trustee and student input.

Feedback from the assessment also figured prominently in planning for the retreat this year. In multiple areas of the assessment, trustees expressed a strong interest in better understanding the university's cost drivers and cost structure and a desire to stay focused on increasing graduation rates for all students, both of which will be covered in the retreat.

Your feedback in the survey also flagged a number of operational improvements we will continue to implement such as the transition to a Board portal for timely delivery of materials, audio live feed of meetings to improve access, and the use of dashboards, concise dockets, and abbreviated presentations to support active engagement and discussion. We will also continue to explore new ways to format Board and committee discussions along the lines of the panel discussions we had in 2016.

Focus for 2017

The draft work plan for 2017 is intended to continue to meet our fiduciary responsibilities and provide for our engagement in strategic issues for the university. In particular, the Board will continue its engagement in the university's diversity, inclusion, and social justice efforts, including our own efforts to ensure Board diversity through implementation of the [Trustee Recommendation Policy](#) should any vacancies occur during the year. As a Board, we can also continue to actively listen to public comment and, where themes emerge and appropriate, schedule educational items as follow up.

I look forward to hearing your thoughts on this 2017 plan. Thank you all for your outstanding work over the past year. Special thanks also to our committee chairs for their leadership and for the clearly articulated and responsive work plans they developed for the upcoming year.

Attachment 1



Board of Trustees Calendar Year 2017 Work Plan

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 ☐
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 20, 2017 ☐

Board Accountability & Performance

- 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 19-20, 2017 ☐
- As necessary, update Board membership in Resolution Regarding Classified Information for US Department of Defense ☐

Fiscal Integrity

- FY2016 External Auditor Annual Report: Jan 19, 2017 ☐
- FY2018 Tuition Rates, Mandatory Fees and Student Incidental Fees: Mar 16, 2017 ☐
- FY2018 Capital Forecast, including issuance of OSU Revenue Bonds: Jun 1, 2017 ☐
- FY2018 Operating Budget: Jun 1, 2017 ☐

Educational Quality

- New Academic Programs as forwarded from ASC ☐

Engaging University's Major Constituencies

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

Presidential Search, Assessment, & Compensation

- Board Officers' Report: FY2017 Presidential Assessment: Oct 19, 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 ☐
- Oct 2017: Student success ☐

Attachment 2



Board of Trustees Calendar Year 2016 Work Plan

Adopted October 2015

Annotations in Red

Reflect Work Completed, Adjustments, and Additions

Mission & Strategic Direction

- Ongoing Follow-up to Oct 14, 2015 Retreat ✓
- Endorsement of Operational Plan/Business Strategy: Mar 31, 2016 (Carried over to January 2017) ☐
- Board Retreat Oct 19, 2016 ✓

Board Accountability & Performance

- Election or Re-Election of Board Officers for terms starting Jul 1, 2016: Jan 29, 2016 ✓
- Appointment of Chair, Vice Chair, & members of standing committees: Feb 28, 2016 ✓
- Annual Governance Refresher: Oct 21, 2016 ☐
- Annual Review of Delegation of Authority: Oct 21, 2016 ☐
- Annual Board Assessment: Oct 21, 2016 ☐
- Annual Committee and Board Work Plans: Oct 20-21, 2016 ☐
- As necessary update board membership in Resolution Regarding Classified Information for US Department of Defense ✓
- Trustee Recommendation Policy: Oct 16, 2015 ✓

Fiscal Integrity

- FY2015 External Auditor Annual Report: Jan 28, 2016 ✓
- Placeholder – General Obligation Bond Sale and/or Refunding: Not required ☐
- FY2017 Tuition Rates and Mandatory Fees: Mar 31, 2016 ✓
- 2017-19 Biennial Funding Request, Operating: Mar 31, 2016 ✓
- 2017-19 Biennial Funding Request, Capital: Mar 31, 2016 ✓
- Issuance of OSU Revenue Bonds: Mar 31, 2016 ✓
- FY2017 Operating Budget: Jun 3, 2016 ✓
- FY2017 Capital Plan Amendment: Jun 3, 2016 ✓

Educational Quality

- New Academic Programs as forwarded from ASC ✓
- House Bill 3375 Educator Equity Plan ✓

Engaging University's Major Constituencies

- Each meeting, Faculty Senate, ASOSU, HECC Standing Reports ✓
- Each meeting, planned activities with students ✓
- Board: Each meeting, planned activities with faculty ✓

Presidential Search, Assessment, & Compensation

- Adopt Presidential Recruitment: Mar 31, 2016 (Carried over to Oct 21, 2016) ☐
- Adopt Presidential Compensation Policy: Mar 31, 2016 ✓
- Adopt Presidential Compensation Adjustment: Jan 29, 2016 ✓
- Comprehensive Presidential Assessment: Oct 21, 2016 ☐
- Board Officers' Report: FY2015 Presidential Assessment: Oct 16, 2015 ✓

Educational Opportunities

- Jan 2016: Ten-Year Business Strategy ✓
- Jan 2016: Corvallis Housing (Panel Discussion) ✓
- Jan 2016: Advancing Equity, Inclusion, and Social Justice ✓
- Jan 2016: Campus Safety & Emergency Response ✓
- Jan 2016: Learning Innovation Center (LInC) Tour ✓
- Mar 2016: Strand Ag Hall Renovation Tour ✓
- Mar 2016: Graduate Student Research Poster Session ✓
- Mar 2016: Marine Studies Building Site Selection (Panel Discussion) ✓
- Jun 2016: Advancing Equity, Inclusion, and Social Justice ✓
- Jun 2016: Tour of the Beth Ray Center for Academic Support ✓
- Oct 2016: OSU-Cascades Tour
- Oct 2016: OSU Foundation Strategic Plan

Attachment 3

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.