



The Board of Trustees of Oregon State University

Meeting of the Academic Strategies Committee

September 17, 2018

Telephonic and Allworth Conference Room (207), Memorial Union

Oregon State University

Corvallis, Oregon

MINUTES

Committee Members Present: Mike Bailey, Michele Longo Eder (*Vice Chair*), Ed Feser (*ex officio*), Paul Kelly (*Chair*), Julie Manning, and Preston Pulliams

Other Trustees Present: Mark Baldwin, Julia Brim-Edwards, and Ed Ray

University Staff Present: Ron Adams, Jennifer Almquist, Jack Barth, JoAnne Bunnage, Susan Capalbo, Debbie Colbert, Becca Gose, Mike Green, Patrick Hughes, and Patti Snopkowski

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

Committee Chair Paul Kelly called the meeting to order at 9:05 a.m., asked the assistant board secretary to call the roll, and noted a quorum.

2. Provost's Report

Provost and Executive Vice President Ed Feser began with a preliminary report on enrollment, which he said was flat overall. He noted increases at OSU-Cascades in first year and transfer students, through Ecampus, and in Corvallis non-resident and transfer students. Enrollment at Corvallis is down overall, primarily due to large entering classes in recent years, with a particular decrease in enrollment of Oregon residents. Feser reported that he expects to see a decline in the enrollment of international students, principally due to the contraction of students from China, although he anticipates OSU's international enrollment decline to be less significant than the national average. Both Portland State University and the University of Oregon are reporting an overall increase in enrollment. For the University of Oregon, this might be attributed to their move to using the Common Application, which makes the application process easier for students. Feser said OSU recently began using the Common Application and may see an increase in the future, particularly in non-resident applications. He said the increase in enrollment at Portland State University might be due to their introduction of a new scholarship program for low-income transfer students. President Ed Ray reminded the committee that enrollment numbers are not finalized until later in October.

Next, Feser provided an update on academic programs. He reported that all undergraduate programs are now caught up in the academic program review process. He said a review of the Baccalaureate Core would be conducted in partnership with the Faculty Senate and revised as needed. Feser reported that both the proposed Bachelor of Science in Nursing and Master of Science in Business were scheduled to be reviewed by the statewide Provosts' Council and that further conversations were needed to gain support from the other public universities in Oregon. Feser reported that several new degree programs were in development to be offered through Ecampus.

Feser reported that Alan Sams had been appointed as dean of Agricultural Sciences effective October 31. The search for dean of the College of Pharmacy continues, and Mark Leid is serving as interim dean. A search for dean of the College of Forestry will begin later in the year, with Anthony Davis serving as interim dean. External searches for a vice provost of enrollment management, vice provost for university information and technology, and vice provost for student affairs are underway. Feser also said several internal searches were near conclusion and he hoped to announce hires early during fall term. Kelly asked about the impact the searches were having on operations, and Feser said the external searches in particular required a lot of coordination and effort. He also noted that the need to align the timing of the search process with the academic calendar to support shared governance affected the timing. However, with solid interim leadership in place, operations are continuing.

Lastly, Feser shared the success of a faculty-led course on cross-cultural management and leadership in London. He said the Office of Global Opportunities provides students access to hundreds of programs, and the London course has been among the most popular. This year's cohort comprised 78 students, including 25 incoming Honors College students.

3. Consent Item

a. Minutes of the May 31, 2018 Academic Strategies Committee Meeting

On a motion made and seconded, the committee approved the minutes of the May 31, 2018 meeting of the Academic Strategies Committee.

4. Education/Discussion Items

a. Marine Studies Initiative

Kelly introduced Jack Barth, executive director of the Marine Studies Initiative and professor in the College of Earth, Ocean, and Atmospheric Sciences, noting that he and Vice Chair Michele Longo Eder added this item to the committee's agenda to follow the Board's approval in July of the capital budget amendment for the new Marine Studies Building at OSU's Hatfield Marine Science Center (HMSC) in Newport. Kelly then asked Barth to provide an update on academic programming related to the Marine Studies Initiative (MSI) and the student housing project. Barth began with an overview of the history and mission of the initiative. He said the vision is that by 2026, there will be 500 students at HMSC and 750 student in Corvallis connected to the MSI. Barth described MSI as a catalyst for marine-related teaching, research, and engagement across the university and said a goal was to facilitate students' experiential learning at the coast. He also spoke about the partnership with the College of Liberal Arts to develop a new degree program in marine studies, which comprises expanded, enhanced, and new course offerings across all divisions. Trustee Mike Bailey asked about the market research conducted to assess interest in the program, and Barth said that one challenge has been defining for people unfamiliar with marine studies the focus of the program. With its emphasis on social, political, and cultural dynamics, the degree program in marine studies complements but is distinct from existing offerings, such as the degree program in marine biology. He added that initial market research pointed to growth in jobs in marine studies. Barth then described the knowledge and disciplinary skills students in the marine studies degree program will acquire, and he explained the program's development process and intended launch in fall 2019. He also shared examples of the outreach and recruitment activities planned to engage students and

encourage their participation in marine-related programs. Kelly asked how the program would look when the 2026 vision is realized, and Barth said the 500 students at HMSC would include undergraduate and graduate students participating in a mix of short-term intensive programs, term-long courses, and yearlong residencies. An additional 750 students would participate in marine studies courses offered on the Corvallis campus. Feser noted that Barth is encouraging departments from across the university to develop courses that could be included among the marine studies program offerings. Eder remarked on the varied possibilities for internships and a range of coastal immersive experiences, adding that she was pleased to see the integrated nature of the MSI.

Next, Barth described the alignment of the marine studies academic program, the Marine Studies Building, and student housing in Newport. He said development of the Marine Studies Building was underway and on track. He also noted that the university had purchased a site near Oregon Coast Community College and outside the tsunami zone, where it will begin construction of housing for approximately 350 individuals. Kelly asked about the timeline, and Barth said that while the first phase of planning is complete, the project has faced delays due to construction cost escalations. The original intent was to have housing available when the degree program is launched in 2019, but the opening will likely be delayed to later that academic year. Barth added that there have been expressions of interest from potential partners, and the university is now exploring a possible public-private partnership. Ray remarked on the multiple considerations informing the housing project, including the demand for flexible and affordable housing options in Newport, the emphasis on safety, and the need to develop a sustainable financial model. Trustee Julie Manning asked about the existing housing at HMSC, and Barth said that while it will be decommissioned as student housing, it would continue to be used for university operations. Manning also asked about the configuration of the new housing, and Barth said it would likely be configured with a variety of options available ranging from bunkrooms to apartments. In response to a question by Eder about the complexities of the housing needs, Barth acknowledged the potential scheduling challenges and said work was underway to identify and find ways to meet anticipated demands.

b. Institutional Accreditation

Kelly asked Senior Vice Provost and Accreditation Liaison Officer Susan Capalbo and Director of University Accreditation JoAnne Bunnage to present this item. Capalbo introduced the topic and acknowledged the numerous partners who had contributed to the university's accreditation efforts. Bunnage provided additional detail on efforts by subject matter experts from across the university to review and revise Standard Responses. She said she had also convened a Student Accreditation Advisory Council to provide students an opportunity to learn about and contribute to the accreditation process. Bunnage presented the university accreditation timeline, which culminates with a peer site visit in April 2019. She also reported that Capalbo was recently appointed to the Northwest Commission on Colleges and Universities (NWCCU) board. Capalbo described some early lessons from the accreditation process, including the value of aligning accreditation with the university's strategic planning process. She also noted changes at the NWCCU, including the appointment of former of OSU College of Agricultural Sciences Dean Sonny Ramaswamy as NWCCU president and CEO.

Capalbo concluded by sharing trends related to accreditation, including an interest at the regional level in shifting the focus from primarily compliance and regulation toward mission fulfillment and student success. She said the NWCCU would likely be revising some of the standards and the overall approach to accreditation in the region, adding that accreditation agencies across the country were following a similar pattern. In response to a question from Kelly about the timeline, Board Secretary Debbie Colbert said that she was working with Capalbo and Bunnage to align future ASC meetings with the accreditation timeline to ensure the committee remains informed and can continue to provide oversight to the process.

c. **2019 Academic Strategies Committee Work Plan and 2018 Board Assessment Results**

In introducing this item, Kelly referred to the materials in TAB D. He provided an overview of the results of the assessment survey, focusing in particular on two questions related to the allocation of time during committee meetings for which the average response decreased from the previous year. Kelly also noted a proposal for organizing the committee's efforts, which he said he and Eder developed over the summer with Feser and Colbert. Kelly said the approach was intended to be responsive to feedback from the committee, which included a desire to spend time on more strategic engagement with the university, focus on topics of consequence and areas where the committee's oversight can most benefit the university, and allocate more time for discussion amongst the committee. He then asked Feser to present the proposed framework for organizing the committee's work. Feser said the work plan was organized with a focus on briefings associated with each of the major areas of the committee's charter. He said this approach would move the committee to a more predictable cycle of oversight and maintain a focus on topics of consequence to the committee. It would also help leaders connect their reports to the committee's charter and the university's strategic plan. Feser said that briefings would be preceded by a concise written report that would address progress on relevant strategic metrics, progress on special projects, development of new initiatives, and consideration of opportunities and threats facing the university in the domain concerned. The verbal briefing would be brief—given that committee members would have a written report ahead of time—and would focus on new initiatives and opportunities and threats, in order to focus discussion around strategic issues.

Following Feser's presentation of the framework, Kelly asked the committee to share thoughts about its usefulness as a foundation for the committee's work in the year ahead. Trustee Preston Pulliams asked how the framework would improve the committee's ability to advance conversations that had presented challenges during the previous year, citing conversations around financial aid as an example. Feser said the concept was that a general briefing on topics such as enrollment and financial aid would be conducted on an annual basis, which would both serve an educational function and allow leaders to provide a strategic assessment and broad overview of the topic. That would offer the committee a better sense of potential areas of concern and potential actions being considered by leaders in response. The committee may then request additional information on a particular aspect, which would be done with the broader context of the topic in mind. With regard to the specific topic of financial aid, Colbert shared that the

committee will discuss this topic at their October meeting, which would provide a good opportunity to assess next actions with the proposed work plan in mind. Following the discussion, Kelly said that he and Eder would continue to work with Feser and Colbert to refine the proposed work plan for further discussion in October.

d. Lab Safety (including Risk Management Report)

Kelly asked Feser, Vice President for Finance and Administration Mike Green, and Chief Risk Officer Patrick Hughes to present this item. Green introduced the topic by saying that safety of employees and students within the Oregon State's lab spaces is of paramount concern to the university. He added that the university had made significant progress on increasing safety, improving compliance, and strengthening collaboration with key partners, and he asked Hughes to provide an update. Hughes described the nature of the risk, given the volume and complexity of the research conducted at the university, and the potential severity of any threats to lab safety. He summarized the work of the department of Environmental Health & Safety (EHS) to make improvements to the lab safety program, including development of comprehensive assessment programs, creation of specialized and updated training, and implementation of a tracking process. Hughes said this multifaceted approach was important because it paired ongoing training with in-person assessment and support in order to assist lab employees to identify and develop strategies to respond to any particular areas of concern. Hughes reported that he and others within EHS were increasingly focused on dangerous goods shipping, which is a growing area of concern nationally. In response to these and other areas of concern, EHS has increased the number of assessments conducted, added new positions, and pursued more efficient strategies for delivering training.

During the discussion, Ray asked how these efforts were received by lab employees, and Hughes said that the university's overall lab safety culture is one that supports attention to this risk, and the majority of employees are committed to taking the steps necessary to increase safety within laboratories. He added that continuing to increase lab safety culture would be a focus of the university's action plan in the coming year. Green noted that one important action was the creation of an escalation protocol, which helps ensure that any areas of concern are appropriately escalated and addressed. General Counsel Becca Gose said that another important component of culture change was to engage people at all levels of the organization.

5. Adjournment

With no further business proposed, Chair Kelly adjourned the meeting at 10:48 a.m.

Respectfully submitted,



Jennifer M. Almquist
Assistant Board Secretary