



Oregon State
University

The Board of Trustees of Oregon State University

Regular Meeting of the Academic Strategies Committee

May 26, 2022

10:15 am – 12:30 pm

Horizon Room, Memorial Union Room 049

Corvallis, Oregon

MINUTES

Committee Members Present: Maria Chávez-Haroldson, Ed Feser, Lamar Hurd, Michele Longo Eder, Julie Manning (vice-chair), Preston Pulliams (chair), Kirk Schueler, Inara Scott, Irem Tumer

Other Trustees Present: Patty Bedient, Rani Borkar, Julia Brim Edwards, Darry Callahan, Susan Clark, Román Hernández, Becky Johnson (*ex officio*), Jax Richards

University Staff Present: Jackie Bangs, Shari Brumbach, Kevin Dougherty, Brandi Fuhrman, Alix Gitelman, Becca Gose, Brigitte Graham, Jen Humphreys, Andrew Ketsdever, Philip Mote, Melanie Rose, Kristina Smith, Kari Van Zee, Scott Vignos

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

Committee Chair Preston Pulliams called the meeting to order at 10:19 a.m.

Board Secretary Jackie Bangs called the roll and noted a quorum.

2. Provost's Report

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

Ed Feser, provost and executive vice president, began by sharing that COVID-19 case counts are rising and that OSU is staying in touch with public health officials and monitoring hospitalization rates. OSU continues to require the primary series of vaccines and encourages everyone to stay current with their vaccination boosters.

Feser reported that summer registrations are well ahead of last year and looking similar to what we had prior to the pandemic. Corvallis is up 12% in advanced tuition deposits from where we were last year. OSU admitted every qualified Oregonian who applied on time as well as several who applied after the deadline. On May 3, OSU stopped considering first year applications and collecting advance tuition deposits for the first time in the university's history. The deadline had been stressed and communicated widely. While OSU will not end up with a 12% increase in students, there is a plan for accommodating students' increased housing needs.

Feser said that enrollment of students of color is increasing at a faster rate than other students. At OSU-Cascades, enrollment is projected down by 8% at this point, and students applying to Corvallis are being encouraged to consider OSU-Cascades. Transfer deposits are up overall, largely driven by Ecampus.

Feser spoke about the baccalaureate core reform efforts and said that the

OSU Board of Trustees

Faculty Senate is scheduled to vote on the core structure on June 9. The structure reduces the core requirement by about 10 credits and puts more focus on career preparation and planning, problem solving and difference, power and discrimination coursework. The new core will also greatly ease transfer by aligning with the state's Core Transfer Map. The implementation will take two to three years.

Feser reported that the bargaining with the graduate employees union (CGE) is contentious but that is not unusual. The bargaining team has been very prepared for meetings, CGE statements notwithstanding. CGE is requesting a significant increase in stipends and OSU shares this goal, but is working on affordable counter proposals. Feser shared that the current bargaining effort is limited in the number of articles that can be opened. While CGE has attempted to discuss more articles than what is allowed, they did end up identifying four articles to renegotiate. OSU feels the existing contract is serving the needs of the students and supervisors well and did not request to open any additional articles beyond what the CGE had already identified. Feser said that there is a desire to open other articles within the contract and this process is a limited reopener.

Feser spoke about the Diversity Strategic Plan launched in 2017, noting that 44 of the 53 actions are complete. The Office of Institutional Diversity (OID) will undertake an inclusive excellence assessment this summer that looks across the university to assess where we are in terms of achieving inclusive excellence goals. The work by OID will feed into a unit assessment process to take a high-level look at performance in research, teaching and engagement in diversity, equity and inclusion. The university is seeking to create a structural, fundamental focus on diversity, equity and inclusion in everything that it does, including managerial competencies. Feser reported on progress made at the unit level in terms of establishing unit progress and goals around diversity, equity and inclusion.

Feser said that Faculty Affairs was asked to consider adding a third non-gendered option for emeritus titles earlier this year. The Faculty Senate has agreed to add the term "emerit" for those faculty who would like a non-gendered option in their emeritus status.

Lastly, Feser addressed shared governance, a priority topic with the university and different stakeholders, noting that sessions and workshops were held during the academic year on the topic. Feser said that there will be continuing conversations about different roles, delegation of authority, how the Senate works with administration and vice versa.

b. 2022 Graduating Class Summary Report

Rebecca Mathern, university registrar, spoke about the 2022 graduating class, noting that the class overall was a bit smaller this year, possibly due to the pandemic. Mathern said that we are still seeing large growth in Ecampus degrees, which had been occurring previously, but was boosted by the pandemic. Mathern said the decrease in international students was also likely caused by the pandemic. Mathern spoke about the demographics of the

graduating class and said there was growth in OSU-Cascades graduates this year, and that five students from OSU-Cascades are graduating with honors. Mathern and Feser spoke about specific colleges and their degree counts, noting year-to-year differences and potential reasons and strategies.

3. Consent Agenda

- a. Minutes of the April 7, 2022 Academic Strategies Committee Meeting
- b. Academic Program Termination: Earth Sciences (BS)

A motion was made and seconded to approve the consent agenda. The motion carried.

4. Action Items

- a. Academic Program Approval: B.S. in Biochemistry and Molecular Biology at OSU-Cascades

Alix Gitelman, vice provost for academic affairs and senior vice provost, and Kristina Smith, biochemistry and biophysics instructor at OSU-Cascades, presented the proposal to launch this new program at OSU-Cascades. The program is already in place at the Corvallis campus. Andrew Ketsdever, interim vice president for OSU-Cascades, and Kari Van Zee, undergraduate coordinator and lead advisor for the program in Corvallis, were on hand to provide information as well. Smith said this program will help address a significant work force need in healthcare and biotech fields in Central Oregon, noting that more than 80% of undergrads at OSU-Cascades are from Oregon. Smith noted that the program can be offered without adding many new course offerings.

A motion was made and seconded to approve the B.S. in Biochemistry and Molecular Biology academic program at OSU-Cascades. The motion carried.

5. Discussion Items

- a. Student Life & Conduct Briefing & Discussion

Kevin Dougherty, associate vice provost and dean of students, [shared a document](#) that highlights access and success at OSU. It was created as an informational document to be provided to the Underrepresented Students Task Force conference at Western Oregon University in April. Dougherty shared how OSU is addressing student success, which requires a deeper understanding about how our systems and structures impede student success. Dougherty discussed what is meant by systemic and structural change, noting that one-size-fits-all will not work. Dougherty discussed using a tool provided by the Haas Institute, titled *Targeted Universalism*. Dougherty shared some of the barriers and challenges facing students and specific examples of how OSU is addressing access and success in structural ways (i.e., test optional admissions).

Brandi Fuhrman, executive director, career development center, then shared how career development approaches are changing to support all students at Oregon State. Fuhrman said that career development has been traditionally an “opt-in” system. Fuhrman spoke about Beyond OSU, an institution-wide approach in which career readiness and development are intentionally built into the student experience. Fuhrman shared that within the Beyond OSU

framework, every student will be prepared through career-relevant curriculum, create relationships with employers and alumni and engage in co-curricular activities that help connect them to potential careers.

Scott Vignos, interim vice president and chief diversity officer, spoke about Access OSU, which is a new collaborative initiative supported by the Provost's Office and jointly coordinated by the Division of Student Affairs, the Division of Extension and Engagement, and the Office of Institutional Diversity. The initiative will improve access and long-term success for students and communities of color across the university. Vignos said the Portland-based initiative is designed to build trust in the university within communities of color in the Portland metropolitan area and supports (specifically) Black, Native/Indigenous, and Latinx student populations via formal partnerships. Vignos described how success will be monitored and measured and plans for staffing and leadership of the program. The trustees engaged in discussion about the potential impacts, financial needs, collaboration opportunities and long-term planning around Access OSU.

b. Student Athletes Briefing & Discussion

Scott Barnes, vice president and Intercollegiate Athletics director, shared academic statistics for student athletes as well as team performance and post-season play information. Barnes said that the winter quarter GPA for all athletes was 3.26, surpassing OSU students generally. Barnes reported that COVID management continues, and that OSU has one of the lowest cancellation rates in the PAC-12. Barnes noted that mental health is a priority for student athletes and discussed new resources such as an app (Head Space) and Better Help, an online counseling service. Barnes spoke about student development initiatives for athletes who do not have significant time to commit outside of their responsibilities as student athletes. The list includes a paid internship program, along with other projects, initiatives and large events. Barnes also shared information about awards bestowed on student athletes. Barnes spoke about the Student Athlete Advisory Council (SAAC), made up of student athletes from 15/16 sports and community service completed by athletes. Barnes concluded by sharing data on what student athletes are doing after graduation.

c. Talent Management, including risk management report

Rick Settersten, vice provost for Faculty Affairs, discussed the Talent Management Initiative, a joint effort between the Office of Human Resources and the Office of Faculty Affairs, along with other stakeholders. Settersten noted that Toni Doolen, Honors College dean, has been the central leader guiding the development of the Managerial Competencies Framework. Settersten spoke about the two phases of the OSU Talent Management Framework – acquisition and post-hire (talent development). Settersten noted that S.P.4.0 is at the center of the framework and connected it to the long-term vision and success of OSU.

Heather Horn, interim chief human resources officer, then talked about the progress made and efforts currently underway. She said that OSU just launched a total compensation calculator to help both prospective and current employees during the recruitment and hiring process. Horn spoke about the ways that HR

strategic partners are assisting units in posting vacancies to get more diverse applicant pools. Horn said that HR is integrating diversity initiatives and efforts to improve the recruitment and retention of employees. Horn addressed onboarding and how OSU is fostering success for employees once hired. Horn said that work is underway to create a digitized system for onboarding staff, which has been a collaborative effort on behalf of the Office of Human Resources, the Division of University Information and Technology and the Controller's Office, part of which will be offered by Fall 2022.

Horn then spoke about a performance management pilot program that creates structured goals and regular check-ins for employees and supervisors and a new exit survey for employees who have left OSU that tracks reasons for leaving and other data. Horn noted that turnover experienced by OSU in the last five years is lower than that of many peer institutions. Horn concluded by describing the approach and sources of data OSU is using to track employee retention and develop ways to enhance their success.

Toni Doolen, Honors College dean, provided an overview of the OSU Managerial Competency Framework, which delineates the competencies OSU expects of supervisors and managers. Doolen said that the framework reflects the multi-faceted dimensions of academic, student and administrative functions. Doolen noted that equity, inclusion and diversity is integrated robustly throughout the framework. Doolen provided an explanation with accompanying graphic showing the various skills that are addressed within the framework. Doolen spoke about the opportunities for utilizing the framework to fully integrate the competencies rather than being an add-on to what is already occurring. Doolen addressed the need for goal-setting and ongoing training opportunities to fully optimize the framework.

Trustees then asked questions regarding compensation, training and the incorporation of the framework at OSU.

6. Adjournment

With no other discussion or business, Committee Chair Pulliams adjourned the meeting at 12:30 p.m.

Respectfully Submitted,



Jen Humphreys
Assistant Board Secretary