



**OSU Board of Trustees**  
Oregon State University  
652 Kerr Administration Bldg  
Corvallis, Oregon 97331-8655

**P** 541-737-3449  
**F** 541-737-0712  
oregonstate.edu

January 12, 2024

**To:** OSU Board of Trustees  
**From:** Kirk Schueler, Chair  
**Re:** 2023 Board Assessment Results

Trustees,

At the January 19 meeting of the full board, we will discuss our annual trustee self-assessment survey. You will see in Attachment 1 the complete survey results for this year, a comparison with last year and the average for the prior five-years, along with a summary of written comments.

I look forward to our discussion of the survey results.

Thank you for your service,  
Kirk

### 2023 Trustee Self-Assessment Survey: 2023 Board Assessment Results

The following table provides the average responses grouped by criteria with the rating scale ranging from 1-strongly disagree to 5-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).

Criteria	Responsibilities/ Performance			Engagement			Culture/ Relationships			Leadership			Support		
	2022	2023	Prior 5 Yr Average	2022	2023	Prior 5 Yr Average	2022	2023	Prior 5 Yr Average	2022	2023	Prior 5 Yr Average	2022	2023	Prior 5 Yr Average
Individual Trustee	4.6	4.6	4.6	4.5	4.2	4.2	4.5	4.3	4.6	---	...		---	...	
Board	4.4	4.1	4.4	4.5	4.2	4.4	4.6	4.4	4.5	4.7	4.5	4.7	4.3	4.1	4.3
Committees	4.5	4.4	4.5	4.4	4.2	4.6	4.6	4.5	4.7	4.5	4.4	4.7	4.3	4.4	4.4
ASC	4.2	3.8	4.4	4.4	3.5	4.7	4.6	4.3	4.8	4.6	4.0	4.6	4.3	4.0	4.3
EAGC	4.5	5.0	4.7	4.4	5.0	4.7	4.4	5.0	4.8	4.4	5.0	4.6	4.2	4.9	4.5
FAC	4.8	4.4	4.6	4.3	4.0	4.5	4.8	4.3	4.6	4.6	4.1	4.6	4.4	4.4	4.4

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:**

		Average Trustee Response		
		2022	2023	Prior 5 Yr Average
Criteria	Question			
Responsibilities/ Performance	I am able to devote the time and energy necessary to actively participate in board and committee meetings.	4.6	4.7	4.6
Responsibilities/ Performance	The amount of time expected of trustees to prepare and participate in board and committee meetings is reasonable.	4.6	4.5	4.7
Responsibilities/ Performance	The amount of time expected of trustees outside of board and committee meetings is reasonable.	4.7	4.5	4.5
Engagement	The board is effectively utilizing my skills and expertise.	4.5	4.2	4.2
Culture/ Relationships	I can speak candidly at board and committee meetings.	4.5	4.3	4.6
Satisfaction	Serving on this board is satisfying.	4.8	4.7	4.8

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	2022	2023	Prior 5 Yr Average
Responsibilities/ Performance	The board as a whole has a clear understanding of its role and responsibilities.	4.4	3.9	4.4
Responsibilities/ Performance	The board understands and respects the distinction between its responsibilities and those of management.	4.4	4.2	4.4
Culture/ Relationships	The board demonstrates its commitment to shared governance in the way it conducts its business and makes decisions.	4.4	4.2	4.5
Responsibilities/ Performance	The board has the right committee structure and makes good use of its committees.	4.4	4.2	4.5
Responsibilities/ Performance	The board...Provides insight and guidance to the university's strategic direction.	4.3	3.9	4.4
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.	4.5	4.2	4.6
Responsibilities/ Performance	The board...Effectively monitors audit outcomes.	4.5	4.2	4.4
Responsibilities/ Performance	The board...Assesses the performance of the president on an annual basis.	4.2	4.4	4.6
Responsibilities/ Performance	The board...Effectively monitors the performance and quality of academic programs.	3.8	3.8	4.0
Responsibilities/ Performance	The board...Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making.	4.8	4.5	4.7
Engagement	Board members actively participate in discussions.	4.5	4.2	4.4

<b>Criteria</b>	<b>Question</b>	<b>2022</b>	<b>2023</b>	<b>Prior 5 Yr Average</b>
Culture/ Relationships	Board members listen to and value each other's comments.	4.8	4.4	4.7
Culture/ Relationships	The board has diversity of representation (e.g., gender, ethnicity, age, vocation, etc.).	4.5	4.5	4.2
Leadership	The leadership of the board is effective.	4.7	4.5	4.7
Support	Board meetings...Strike the right balance between long-range, strategic matters and routine matters of oversight.	4.4	3.9	4.1
Support	Board meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.3	4.5	4.6
Support	Board meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.4	4.2	4.5
Support	Board meetings...Cover the right combination of information- sharing, discussion, decision-making, and board education.	4.3	3.9	4.2
Support	Board meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.3	4.1	4.0

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)

<b>COMMITTEES (combined data)</b>		<b>Average Trustee Response</b>		
		<b>2022</b>	<b>2023</b>	<b>Prior 5 Yr Average</b>
<b>Criteria</b>	<b>Question</b>			
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.5	4.2	4.6
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	4.5	4.5	4.5
Engagement	Committee members actively participate in discussions.	4.4	4.2	4.6
Culture/ Relationships	Committee members listen to and value each other's comments.	4.6	4.5	4.7
Leadership	The leadership of the committee is effective.	4.5	4.4	4.6
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.3	4.6	4.5
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.4	4.4	4.5
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	4.2	4.2	4.4
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.4	4.4	4.2

Board Assessment Survey:  
 Average response for “Board Operations” section of the survey  
 (rating scale ranged from 1-strongly disagree to 5-strongly agree)

<b>BOARD OPERATIONS</b>		<b>Average Trustee Response</b>		
		<b>2022</b>	<b>2023</b>	<b>Prior 5 Yr Average</b>
<b>Criteria</b>	<b>Question</b>			
Communication	Communication with the board is sufficient and timely concerning significant issues and potential problem areas.	4.6	4	4.4
Communication	Communication with the board is sufficient and timely concerning major trends and issues in public higher education.	4.1	3.9	4.2

**Written Comments - Themes**

Trustees cited the following aspects of their roles on the board as most satisfying: engaging with students, faculty, staff and fellow trustees; making an impact and helping shape the university’s strategic plan; working together to discuss and decide on policy issues; giving back to the institution that makes an important impact across the state.

In the feedback, themes emerged around the desire for deeper discussions during meetings and hearing contributions from all trustees as well as decreasing the volume of board materials, within reason, given the intent to further develop the board’s shared governance philosophy and increase overall engagement opportunities.

Trustees expressed support for the enhanced orientation, onboarding and mentoring experience and appreciation for the level of support the board receives.

As always, communication about topical matters was of great importance to trustees; some suggested even more frequent updates to the board in-between meetings while others commented that they consistently felt informed and up-to-date.

Finally, the value of participating in-person was emphasized with a suggestion that, when possible, it be a priority to encourage all trustees to attend in-person.