



Oregon State
University

The Board of Trustees of Oregon State University

Meeting of the Academic Strategies Committee

May 8, 2025

9:30 – 11:00 a.m.

Memorial Union Horizon Rm. | Corvallis, OR

MINUTES

Committee members present: Stephanie Bulger (*vice chair*), Kate Carter-Cram, Belinda Batten (*ex-officio*), Greg Macpherson, Román Hernández (*ex-officio*), Julie Maning (chair), Camille Palmer, Irem Tumer (*ex-officio*)

Other trustees present: Kassy Bonanno, Karla Chambers, Maria Chávez-Haroldson, Susan Clark, Lisa Hale, Grant Kitamura, Toby Luther, Elise McClure, Marlena (MJ) Mirho, Jayathi Murthy

University staff present: Jackie Bangs, Scott Barnes, Gigi Bruce, Clare Creighton, Kevin Dougherty, Brandi Fuhrman, Alix Gitelman, Becca Gose, Carla Ho'ā, Jen Humphreys, Stacy Jeffries, Dan Larson, Jeff Malone, Rebecca Mathern, Deb Mott, Vincent Nguyen, Paul Odenthal, Patti Snopkowski, Scott Vignos

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

Committee Chair Julie Manning called the meeting to order at 9:30 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

2. Provost's report

- a. **Status Report: Institutional accreditation, program accreditations and academic programs in development or review**
- b. **2025 Graduating Class Summary Report**

Interim Provost and Executive Vice President Belinda Batten provided updates on a range of topics.

Batten gave an overview of the university's seven-year accreditation process, noting submission of the year-six report – *Policies, Regulations, and Finance Review* – in March. She added that OSU is now preparing the year-seven report – *Evaluation of Institutional Effectiveness* – for submission in February 2026, followed by an evaluation team site visit in April 2026.

Batten provided updates on the implementation of *Prosperity Widely Shared* (PWS). She noted that the Office of the Provost had recently established a PWS leadership and planning team, a small group focused on the progress of the strategic plan that will meet monthly with the president and provost

The interim provost reported the appointment of four new senior leaders:

- Dr. Kris Elliott, vice provost for Extension and Engagement, started his permanent appointment in March after serving as interim for the past year.
- Nechell Bonds of East Texas A&M University will begin her appointment as vice provost for enrollment management on June 30.

- Dr. Debbie Craig of the University of Alaska will begin her appointment as dean of the College of Health on June 30.
- Dr. Forrest Masters of the University of Florida will begin his appointment as dean of the College of Engineering in mid-July.

Batten provided an update on the Division of Educational Ventures, which includes Ecampus. She reported online enrollment of more than 16,000 students in 2024 – 2025, or nearly one in three OSU students. She added that Ecampus enrollment continues to see steady increases compared to last year, with freshman admits accounting for more than 17% of new undergraduate students in AY25. Batten also reported growth in corporate-sponsored students using employer-sponsored tuition benefits, which is up 22% from the previous year and represents nearly 14% of all OSU online students.

She noted 151 promotion and tenure cases for this year’s cycle, with outcomes to be announced soon, and offered congratulations to OSU faculty who had successfully navigated the promotion and tenure process.

Batten ended her report by thanking President Murthy for her support and trust, which have enabled Batten to effectively serve the university.

Committee Vice Chair Bulger asked how AI literacy courses fit into students' academic plans, especially considering OSU's goal to accelerate time to degree under *Prosperity Widely Shared*.

Batten said that was to be determined and likely varies from student to student. She said that, in addition to the AI microcredential, the computer science department is also starting an AI degree. Ideally, AI literacy courses will count toward degree requirements, though Batten acknowledged this depends on each program's flexibility with electives.

Trustee Chambers asked about budget cuts to the College of Forestry and the College of Agricultural Sciences, which are some of the largest, even though those colleges are essential in driving the goals of *Prosperity Widely Shared*.

Batten explained that colleges’ capacity to handle budget cuts was one of the factors informing budget decisions, adding that those two colleges have additional revenue sources beyond the university’s Education and General (E&G) budget.

Board Vice Chair Maria Chávez-Haroldson commended the university’s access map as a model of equitable physical access, suggesting it could serve as a state and national example.

Trustee Palmer asked whether colleges received guidance on how to implement budget cuts.

Batten responded that student success and caring for employees were at the top of the list of guiding principles and emphasized that colleges have flexibility to deviate from initial scenarios if better options emerge.

Following the provost’s report and questions from trustees, Associate Vice Provost and University Registrar Rebecca Mathern provided an overview of this year’s graduating class, stressing that numbers were strictly preliminary.

She reported that the university had surpassed 8,000 degrees in a single year for the first time, with 8,094 degrees awarded. Other notable statistics included:

- Over 4,000 students expected to attend commencement this year
- A total of 300,287 degrees awarded throughout the university's history

- A dip in international graduates, which reflects enrollment patterns from 4-5 years ago, likely due to the impacts of COVID-19
- Graduates representing all 50 states and the District of Columbia
- 2,893 undergraduates receiving Latin honors, a number that continues to rise.

3. Consent agenda

a. **Minutes of the March 7, 2025, Academic Strategies Committee Meeting**

A motion to approve the consent agenda was made by Trustee Macpherson, seconded by Committee Vice Chair Bulger, and approved by all committee members in attendance: Vice Chair Bulger, Trustee Carter-Cram, Trustee Macpherson, Committee Chair Manning and Trustee Palmer. The motion carried.

4. Discussion items

a. **Student Life and Success briefing**

Vice President for Student Affairs Dan Larson; Associate Vice President for Student Affairs Brandi Fuhrman; Interim Director for the Office of New Student Onboarding Claire Creighton; and Director of Cross-Campus Strategic Initiatives Jeff Malone provided an update on student life and success with a focus on the New Student Onboarding (NSO) initiative.

Larson introduced the topic and emphasized that improving new student onboarding is critical to achieving the “Every Student Graduates” goal stated in *Prosperity Widely Shared*.

Fuhrman discussed implementation of the New Student Onboarding (NSO) initiative, centered around five key pillars aimed at improving the student experience.

Malone gave an overview of the engagement and design process for the NSO initiative. He noted the initiative is in its implementation stage, with initial steps for summer 2025 already taken on May 1. He reported that the university is aiming for a continually iterative process as it draws closer to a more fully realized goal in summer 2027 and beyond.

Creighton explained OSU’s plans to make sure the changes proposed in the NSO initiative are not overwhelming for students. She highlighted the NSO’s student-centered approach, citing the example of the “Learn by Doing” program, which emphasizes applied learning experiences designed to whet students’ appetites for future opportunities at OSU.

Trustee Macpherson asked about retention and graduation targets by academic unit and how units can channel students into a productive line of study for them and increase student success.

Creighton stressed an approach that combines student advising and the transitions course. She emphasized that expecting students to choose the right major when they apply may not be the best data point, noting that over half change their major. She stressed the importance of guiding students toward the right fit within their first year.

Board Chair Hernández shared his personal experience as a transfer student from a community college and commented on the “activate” portion of new student onboarding, designed to make sure students are adapting to a new environment. Malone spoke about the “engage” window of a student’s first term, emphasizing the importance of advising and other interactions to make sure a student isn’t falling behind. He mentioned increasing the obligation for transfer students to come to advising so there’s a greater safety net, together with more timely course articulations.

Board Vice Chair Maria Chávez-Haroldson asked how advisors were being informed of the cultural elements that contribute to belonging, using the example of first-generation and Latinx students with a first language of Spanish. Creighton explained that elements of NSO programming connect students with peers and cultural centers that are a good fit. Fuhrman added that collaboration among programs like LSAMP (Louis Stokes Alliance for Minority Participation), CAMP (College Assistance Migrant Program) and EOP (Educational Opportunities Program) would help ensure culturally responsive design and build capacity for more students to engage.

Trustee Chambers emphasized the significant financial impact of paying for college and asked if good financial planning was incorporated into new student onboarding. Creighton reported that the transitions course has a unit in financial literacy and that financial preparation also includes elements like a financial readiness self-assessment, plain-language billing explanations and helping students understand their responsibilities.

Committee Vice Chair Bulger asked how belonging would be assessed, stressing its importance in retention and degree completion. Fuhrman said students participated in surveys throughout their college experience and provided feedback in the transitions course. She added that there would be a fall survey after the NSO program is launched this summer.

b. Student-Athlete briefing

Vice President and Director of Intercollegiate Athletics Scott Barnes delivered the student-athlete briefing.

Barnes reported that student-athletes had once again demonstrated exceptional academic achievements with record-breaking cumulative GPAs and high individual performance across terms this year, with all athletic teams achieving a GPA of 3.0 or higher and 29 student-athletes currently maintaining a cumulative 4.0 GPA.

Barnes reported that both student-athletes and coaches had achieved competitive success in various sports. Honors of note included:

- Grace Fetherstonhaugh: Top 30 finalist for NCAA Woman of the Year
- Jade Carey: NCAA Gymnast of the Year
- Louie Quintana: Mountain Pacific Sports Federation Women's Indoor Track Coach of the Year
- Dawn Shockley: West Coast Conference (WCC) Women's Golf Coach of the Year
- Kyra Ly: WCC Women's Golf Player of the Year
- Trey Muñoz: 3rd place nationally in wrestling in his weight division—OSU's best finish since 2018

Barnes spoke about conference realignment and affiliate memberships. He noted that, as the university has been strategizing with potential affiliate members for sports like wrestling and men's soccer as it works to add an eighth member to its conference to satisfy football subdivision criteria. He explained that football drives realignment due to its impact on the revenue stream, noting that it provides 75% of the total revenue for 17 sports programs.

He provided an update on the NCAA House settlement, which proposes direct student-athlete compensation up to \$20.5M and removal of scholarship caps, replaced by roster limits. He noted that roster limits are being challenged due to concerns about reduced opportunities for student-athletes and added that a grandfather clause may allow current athletes to remain without counting against roster limits.

Barnes shared information on NIL (Name, Image, Likeness) revenue sharing, reporting that the NIL market has grown over 40% in one year and is now valued at \$1.67B, with top quarterbacks commanding over \$1.5M. He noted that OSU cannot compete by outspending but aims to differentiate by providing student-athletes with more comprehensive education on managing their careers.

Barnes addressed the following topics during discussion with trustees:

Trustee Chambers mentioned intense pressure faced by coaches and asked how the university was supporting them. Barnes listed three key efforts: (1) providing enough funding for coaches to be competitive; (2) providing staffing support like general managers to handle NIL logistics; and (3) emphasizing relationship-building with athletes.

Board Vice Chair Chávez-Haroldson expressed interest in hearing directly from athletes at future meetings.

Trustee Luther asked if there was bipartisan support for NIL-related federal legislation. Barnes said the legislation could not move forward without bipartisan support and added that draft legislation is expected soon, with hearings to follow.

Board Chair Hernández asked about the possibility of bringing back the men's track and field program. Barnes indicated reinstatement was unlikely in the near term, due to financial constraints and Title IX compliance.

Committee Vice Chair Bulger asked about differentiators in NIL education. Barnes indicated that OSU is expanding its NIL education into a more robust program with focus areas including brand management and brand building, contract reviews and selecting an agent.

5. Adjournment

With no further discussion or business before the committee, Committee Chair Manning adjourned the meeting at 11:17 a.m.

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees

New Academic Program: BS in Data Science (OSU Corvallis)

Program Proposed Start Date

Winter 2026

Program Description

The Bachelor of Science degree in Data Science offered by the Department of Statistics and Data Science will be housed in the College of Science. The program will be offered in person on the Oregon State University campus in Corvallis. The new undergraduate degree in Data Science will prepare students with the skills and competencies needed to thrive in a technological and data-driven workforce. By integrating technical expertise with real-world applications, the program ensures graduates are well-prepared with both theoretical knowledge and practical experience in data science so that they may make a meaningful impact in their careers in the expanding data science field. Graduates will be prepared for professional roles in data analytics and data science.

The BS in Data Science prepares students with essential skills across four key areas: mathematics, statistics, computing, and soft skills. The soft skills include topics such as data ethics, leadership and communication. To enhance students' degrees, they may select from distinct options, including "Advanced Data Science," "Life Sciences," "Economics" and "Environmental Economics and Policy." Students in the BS in Data Science program will delve into the intricacies of data analysis, machine learning, and statistical modeling, while examining the ethical implications of data use and the transformative power of data-driven decision-making in various industries.

Program Context

While the Department of Statistics and Data Science offers programming at the master's level (in Statistics and in Data Analytics) and the PhD level (in Statistics), it has never offered a full undergraduate degree. This program will create a new opportunity for undergraduate students to pursue a broadly applicable data science degree.

Program Purpose/Relationship to University Mission/Strategic Plan

The BS in Data Science is designed by faculty to equip graduates with the skills and knowledge needed to support critical sectors in Oregon, such as sustainable agriculture, renewable energy and cultural preservation. Data science can help these industries thrive while preserving the state's unique heritage. By addressing these areas, the program aims to prepare graduates to become active citizens who contribute to the state's civic, cultural and economic vitality.

Need for the Program

Within the state of Oregon three institutions offer undergraduate majors related to data science. The University of Oregon, Portland State University and the Oregon Institute of Technology each offer a major in data science. Our proposed program is not designed to duplicate these existing offerings, rather to address the rapidly increasing demand for data scientists and analysts in Oregon. As industries across all sectors—ranging from healthcare and technology to agriculture and finance—continue to rely on data-driven decision-making, the need for

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professionals skilled in data science is expected to grow significantly. The U.S. Bureau of Labor Statistics projects substantial job growth in data-related fields in the coming years, making it crucial for higher education institutions to prepare a larger and more diverse workforce for this work. As the largest university in the state of Oregon, Oregon State University must provide our students with the opportunity to major in this field and contribute to the state needs and job growth.

By leveraging Oregon State University's strengths in science, engineering and agricultural sciences, our program can integrate interdisciplinary approaches that enhance the learning experience. Collaborating with these established programs allows us to enrich our curriculum with practical applications and critical thinking skills.

Program Financials

The Department of Statistics and Data Science projects that enrollment should reach 200 students by its fifth year.

RECOMMENDATION

All appropriate university committees and the OSU Faculty Senate have reviewed and supported the proposal. The provost recommends that the Academic Strategies Committee approve the approval of the BS in Data Science for winter 2026, pending the approval of the Higher Education Coordinating Commission.

New Academic Program: BS in Sports Business (OSU Corvallis and OSU Ecampus)

Program Proposed Start Date

Winter 2026

Program Description

The Bachelor of Science degree in Sports Business in the School of Marketing, Analytics, and Design will be housed in the College of Business. The program will be offered in person on the Oregon State University campus in Corvallis and online through Ecampus. The new undergraduate degree in Sports Business will prepare students with a solid foundation in business, as well as a background in the sports industry. The program provides specific knowledge and skills relevant to a career in the sports industry focusing on the business of sport, sports marketing, sports sponsorship, sports analytics and sports finance.

The program includes required training in ethics of decision-making. Graduates will have core business skills, including leadership, ethics and communication, as well as sport business-specific skills and will be prepared for careers within the sports industry and/or business careers. Specific sports business positions include sports product manager, athletics Communications Director, Recreation Manager, Facilities Manager, Premium Sales and sponsorship manager, social and digital media manager, sports business data analyst, fan engagement leader, director of sports analytics and business operations director.

Program Context

The College of Business added an option in Sports Business in 2022 and in a two-year period the option had attracted 45 students.

Program Purpose/Relationship to University Mission/Strategic Plan

The BS in Sports Business is designed to address multiple actions in OSU's 30x30 Strategic Plan. Through the launch of an in-demand program, we expect to significantly increase access and enrollment. Additionally, the program addresses the needs of students and the workforce by providing a degree in a growing area of the economy.

Need for the Program

To our knowledge, there is not an undergraduate Sports Business major in the state of Oregon. The University of Oregon offers a concentration in Sports Business. The proposed program provides students with more depth than a concentration in the Sports Business discipline.

The Portland Business Alliance published a report titled 'Oregon: State of Sport' in 2022, capturing the state of the athletic, outdoor, team and recreation ecosystem. The report indicated that the ecosystem grew by 56% compared to 21% in jobs across other sectors between 2010 and 2019. The Bureau of Labor Statistics (BLS) indicates that the employment of sports management professionals is expected to grow at a rate of 13% through 2030.

The BS in Sports Business can contribute to a growing industry in Oregon. The program provides distinct knowledge and skills within the areas of sports marketing, sports sponsorship, sports analytics and sports finance. The program includes required training in ethics of decision-making. Students who can provide the best practices and skillsets in these areas will have the opportunity to make significant contributions to the Oregon economy.

Program Financials

The College projects that the BS in Sports Business is likely to enroll over 200 students by its fifth year. Ecampus has also identified this program as one for high enrollment potential.

RECOMMENDATION

All appropriate university committees and the OSU Faculty Senate have reviewed and supported the proposal. The provost recommends that the Academic Strategies Committee approve the approval of the BS in Sports Business for Winter 2026, pending the approval of the Higher Education Coordinating Commission.

New Academic Program: BS in Computer Science - Applied (OSU Ecampus)

Program Proposed Start Date

Summer 2026

Program Description

The Bachelor of Science degree in Computer Science–Applied in the School of Electrical Engineering and Computer Science will be housed in the College of Engineering. The program will be offered online through Ecampus. The undergraduate degree in in Computer Science – Applied was previously an option within the BS in Computer Science but the curriculum of the option was unique from the major and therefore the College of Engineering needed to elevate it to its own degree program (i.e., not an option within a major). The program is designed for students who already hold a bachelor's degree in another discipline. It provides training that enables these individuals to move into careers in software development, software engineering, information technology and related disciplines.

The BS in Computer Science-Applied equips graduates with skills in software design and development, including both technical skills related to computer programming and systems design and analysis, as well as soft skills in communication, teamwork, ethical decision making, lifelong learning and professional development.

Program Context

The College of Engineering has overseen the administration of the option that will now become a stand-alone program. Since the post-baccalaureate population is distinctly different from the regular undergraduate population, creating this separate program will allow for better, more customized service to both populations of students.

Program Purpose/Relationship to University Mission/Strategic Plan

A major endeavor within Oregon State's strategic plan is maintaining and expanding offerings of online courses and programs. The proposed degree is integral to this endeavor.

Need for the Program

The BS in Computer Science-Applied will enable students from across the state, region and country to attain a bachelor's degree in computer science without having to physically move to campus. The proposed degree program thereby provides increased local, regional and national access to a valuable and relevant degree program that prepares students for careers in the information technology sector, which is crucial to the economic prosperity of Oregon and its communities.

As an option in the Computer Science major, the program had 2029 students enrolled in fall of 2023 and has had 2% to 20% growth over the last 5 years. Assuming a continued 2% growth in enrollment, there will be 2111 students will be enrolled by fall 2026. As such, there will be around 2500 students enrolled in 10 years. These numbers evidence the need and the subsequent success of the program.

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Program Financials

This program has essentially existed as an option in the Computer Science major for over ten years. It is a highly enrolled option, with almost 2,000 students enrolled.

RECOMMENDATION

All appropriate university committees and the OSU Faculty Senate have reviewed and supported the proposal. The provost recommends that the Academic Strategies Committee approve the approval of the BS in Computer Science - Applied for Summer 2026, pending the approval of the Higher Education Coordinating Commission.