



Meeting of the Academic Strategies Committee

January 16, 2026

10:20 am – 1:20 pm

Memorial Union Horizon Room, Corvallis, OR

MINUTES

Committee Members Present:

Stephanie Bulger (vice chair), Kate Carter-Cram, Roy Haggerty (*ex officio*), Román Hernández (*ex officio*), Greg Macpherson, Julie Manning (*chair*), Julia Phillips, Irem Tumer (*ex-officio*)

Other trustees present:

Lauren Camou, Karla Chambers, Eric J. Gleske, Lisa Hale, Grant Kitamura, Elise McClure, Jayathi Murthy (*ex officio*)

University Staff Present:

Maxine Agather, Jackie Bangs, Belinda Batten, Gigi Bruce (Zoom), Tim Carroll, Kevin Dougherty, Alix Gitelman, Becca Gose, Carla Ho‘ā, Geoff Hollinger, Jen Humphreys, Stacy Jeffries, Rebecca Mathern, Deb Mott, Rob Odom, Julee Otter, Dave Terry, Irem Tumer, Scott Vignos

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

Committee Chair Julie Manning called the meeting to order at 10:20 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

2. Consent agenda

a. Minutes of the October 22, 2025, Meeting of the Academic Strategies Committee

Committee Chair Manning sought a motion to approve the consent agenda, with an amendment fixing a typo on page 3 of the minutes. A motion was made, seconded and approved by all committee members in attendance: Committee Vice Chair Bulger, Trustee Carter-Cram, Trustee Macpherson, Committee Chair Manning and Trustee Phillips. The motion carried.

3. Provost's Report

a. Provost's Research Spotlight: Research and Innovation at OSU's Marine Autonomy Center

Provost and Executive Vice President Roy Haggerty introduced Dr. Geoffrey Hollinger, professor of mechanical, industrial and manufacturing engineering and director of the Robotic Decision-Making Lab. Dr. Hollinger gave a presentation about OSU's Marine Autonomy Center, highlighting its leadership in autonomous underwater robotics and its role in advancing research excellence, industry and defense partnerships and economic and workforce development.

Dr. Hollinger cited over \$20M in sponsored research funding secured in the past six years from sponsors including the Office of Naval Research, Naval Facilities Engineering Systems Command and the National Science Foundation.

Trustee Phillips asked which applications were most likely to see near-term economic or operational impact. Hollinger responded that marine energy, particularly in connection with the PacWave facility, represents a near-term opportunity. He noted that timelines vary, with grid-scale marine energy and offshore wind operational within the next few years; aquaculture and food systems closer to 10 years; and national defense applications already in near-term transition.

Trustee Gold shared their professional experience as a U.S. Navy sonar technician and expressed enthusiasm for the work. Hollinger noted that most of his center's funding comes from Navy sources and emphasized the importance of fundamental university research as a prerequisite for effective technology transition.

b. Status Report: Institutional Accreditation; Program Accreditations; and Academic Program Development and Review

Senior Vice Provost for Academic Affairs Alix Gitelman and Associate Vice Provost for Academic Affairs Rebecca Mathern provided an update on OSU's accreditation process with the Northwest Commission on Colleges and Universities (NWCCU).

Mathern noted that OSU has been continuously accredited by NWCCU for over 100 years. She emphasized that accreditation is not a single event but a continuous, institution-wide responsibility, noting that OSU is currently in year seven of the process, the most comprehensive phase of the accreditation cycle.

She provided an overview of the upcoming site visit, noting that the evaluation team will be on OSU's Corvallis campus for three days to meet with executive leadership; meet with the board chair and vice chair; and hold open forums for faculty, staff and students.

Mathern provided a timeline for steps occurring after the site visit, noting that the evaluation team submits its final report to NWCCU by May 1 and OSU will receive its formal accreditation letter in August. She emphasized that accreditation is sustained by the collective work of faculty, staff, administrators and trustees.

Trustee Macpherson asked whether accreditation is a pass-fail process or includes gradations of performance. Mathern said institutions may receive commendations, recommendations and observations, but there is no graded scale. She added that the primary failure would be loss of accreditation, which she said is not a concern for OSU.

Trustee Palmer asked whether faculty, staff and student forums are truly open or invitation-based. Mathern said the forums are open as required by the NWCCU. Trustee Palmer asked if OSU has any formal "asks" of the accreditor during the visit. Mathern replied that the site visit is evaluative and not a negotiation forum, with broader policy discussions occurring outside the visit cycle.

Trustee Phillips asked how institutional accreditation relates to professional and programmatic accreditations. Mathern clarified that institutional accreditation is distinct and covers the entire university, while programmatic accreditations occur separately and on different cycles.

Provost Haggerty gave additional updates on a range of topics. He announced the Student Success Summit planned for March 16, with participation from OSU-Cascades expected over Zoom. He reported information from the First-Year Retention and Registration Task Force, with fall-to-winter persistence for first-time, full-time students increasing to 97.5% from 95.8% in fall 2021 and year-over-year persistence improving 19% for first-time, full-time students and 10% for all new students. He reported that first year retention stands at 89.1%, up from 86.8% four years prior, with an institutional goal of 92%.

The provost commented on the new Core Education rollout, citing 314 courses offered during fall term. He noted that Oregon's transfer council had implemented nine major transfer maps and 37 commonly numbered courses, with 59 OSU faculty and staff engaged in the process.

He announced that Julia Wood, OSU master's student and Honors College alum, was named a 2026 Marshall Scholar – the first in OSU history. He reported on winter 2026 enrollment (as of January 12), with the overall OSU headcount up 1.6% to 35,960 total, which includes a 1.2% increase for Corvallis, 2.5% for Ecampus and 2.3% for OSU-Cascades, with credit hours increasing across the board. He added the transfer headcount is up 4% and international enrollment down approx. 35% year-over-year.

Haggerty gave an overview of extension and statewide engagement, announcing that OSU's Carnegie Community Engagement Classification had been reaffirmed, representing the university's third successful application since 2010. He reported overwhelmingly positive public perception of OSU Extension: Among respondents familiar with OSU Extension, 93% rate it trustworthy and 92% view it as a valuable partner. He noted that the Higher Education Coordinating Commission's (HECC) proposed 7% cut to statewide public services would significantly impact Extension, agricultural experiment stations and related colleges.

Haggerty noted that four finalists were under consideration for executive director of the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex, with construction of the building on schedule and on budget and occupancy expected in spring 2027.

He announced searches underway or planned for dean of the Honors College; senior vice provost for Academic Affairs; vice provost for Educational Ventures; vice provost for Information Technology; and dean of the Carlson College of Veterinary Medicine.

Trustee Phillips requested that long updates like the provost's report be accompanied by written bullet points so trustees can retain key takeaways. She suggested development of hard metrics for new academic programs and real metrics for existing programs, given fiscal constraints.

Trustee Phillips expressed interest in the share of Oregonians who are aware of OSU Extension, noting the importance of public awareness if 7% reductions to statewide public services proceed. Provost Haggerty agreed about promoting visibility with those data and that many Oregonians may not realize programs like 4-H are run by OSU.

Committee Vice Chair Bulger asked whether the recent dip in computer science enrollment intersects with the 30x30 online growth initiative (which calls for 30,000 students studying fully online by 2030 – aka 30x30). The provost stated that 30x30 was conceived before the national

decline in CS enrollments and that OSU is diversifying online offerings in adjacent high demand areas (e.g., AI and data science) to mitigate that headwind.

4. Discussion Items

a. Research and Innovation Briefing

Vice President for Research and Innovation Irem Tumer presented an overview of OSU's research enterprise during a period of significant federal funding volatility.

She emphasized the resilience of OSU faculty and staff, noting that the university sustained approximately \$417M in research expenditures despite a decline of more than 20% in new awards in fiscal year 2025, citing record proposal submissions and strong research administration.

Tumer highlighted recent congressional appropriations activity that preserved funding for major science agencies, including level funding for the National Science Foundation (NSF) compared to previously proposed deep cuts. She also noted two pending congressional earmarks for OSU totaling approximately \$4.5M.

The vice president for research and innovation discussed risks associated with proposed caps on indirect cost recovery and described national efforts to advance the FAIR (Financial Accountability in Research) model. She explained that OSU is preparing internal cost centers and cost pools to ensure continued support for research infrastructure should federal reimbursement models change.

Tumer outlined OSU's strategy to diversify research funding through partnerships with national laboratories, expanded industry engagement and large-scale collaborative proposals. She highlighted the NSF FAST proposal; the Mass Timber Tech Hub initiative; and the launch of the Energy Innovation Hub at OSU-Cascades, as well as planning for a future biotechnology innovation hub.

Trustee Phillips asked about trends in graduate student enrollment in engineering and the physical sciences. Tumer said the potential loss of many graduate students, scientists, researchers, engineers and humanists due to funding issues was an unfortunate reality the university is considering and seeking to address. She added that faculty are delaying admission decisions while they await funding decisions.

b. Artificial Intelligence Roadmap Update

Provost and Executive Vice President Roy Haggerty presented OSU's institution-wide AI Roadmap, emphasizing the need for a coordinated, values-driven approach to artificial intelligence aligned with the land-grant mission and *Prosperity Widely Shared*.

The operating model is based on these components: the Huang Collaborative Innovation Complex and its supercomputer; the Research Computing Office; the new concept for an AI Hub; and governance by a tripartite council. Haggerty gave an overview of the proposed AI Hub, which will report to the executive director of the Huang Complex and support AI development across campus without owning academic content or setting policy.

Provost Haggerty outlined a tripartite governance model consisting of three councils led by senior administrators: (1) AI Strategy and External Engagement Council; (2) AI for Research and

Computing; and (3) AI for Teaching, Student Experience and Operations. He added that each council will be co-chaired by two senior leaders, report monthly to the provost and convene jointly on a quarterly basis.

Haggerty noted that key initiatives include faculty training through the AI Literacy Center and Center for Teaching and Learning and deployment of EdSights, an AI-enabled student engagement platform that connects students to human advisors and services. He described future development of BeavsGPT, a secure OSU-specific AI assistant trained on curated institutional content.

The provost emphasized the capability to build tools through the AI Hub that would support OSU's public mission as a land grant university, citing the need for state support. He discussed creating a unit in Extension focused on AI to help small and medium-sized businesses and support community colleges, smaller universities and K-12 educators.

Trustee Chambers said business owners are hungry for interaction with universities on the topic of AI and need help taking advantage of efficiencies. The provost reiterated the need for an arm in Extension that could do that.

Board Vice Chair Chávez-Haroldson asked about student access to the AI Hub, and Provost Haggerty clarified that the Hub is primarily designed to enable faculty and staff so they can be at the cutting edge with AI for our students.

Trustee Gleske reiterated an earlier request for written materials to accompany in-depth reports with such important information. Manning added she was envisioning a visual depiction of the Hub as it is formed and said that would be helpful.

Trustee Palmer asked about faculty engagement. Haggerty said there would be faculty members on all tripartite governance councils and emphasized the AI Literacy Center, Center for Teaching and Learning and Research Computing Office as critical resources.

5. Action items

- a. **New Academic Program: MS in Business Analytics (OSU Corvallis and Ecampus)**
- b. **New Academic Program: MS in Information Systems (OSU Corvallis and Ecampus)**

Senior Vice Provost for Academic Affairs Alix Gitelman and Dean of the College of Business Tim Carroll presented two new proposed academic programs.

Gitelman began the presentation by framing both programs, emphasizing that the College of Business is adept at tracking market demand and repackaging existing courses into new programs. She noted the high Ecampus enrollment potential of the MS in Information Systems in particular, which supports OSU's 30x30 initiative (30,000 students studying fully online by 2030).

Dean Carroll presented overviews of the two programs, which are both 45-credit master's degrees building on existing curricula and faculty expertise, with 27 credits of core coursework and 18 credits of electives, allowing significant customization.

In response to a question from Committee Chair Manning about credentialing, Carroll described the degree programs as part of a broader menu of offerings that include credentials, certificates, major/minor options and full degrees.

Carroll presented an overview of the MS in Information Systems, which focuses on management and governance of information systems, overlapping with geographic information systems in the College of Earth, Ocean, and Atmospheric Sciences and resource and sustainability management in the Colleges of Forestry and Agricultural Sciences. He added that peer institutions like Colorado State University report extremely high demand, often turning away qualified applicants due to capacity constraints.

Carroll cited a projected steady-state enrollment for the information systems program of approximately 150 students by years four to five, with 120 students projected for the business analytics program.

He said the preference was to always include an Ecampus option when a new program is launched, since that is where the growth market is, with the balance between on-site and Ecampus sections being determined by student demand. He added that searches are underway and that additional faculty will be needed if the programs reach anticipated enrollment targets. Gitelman said both programs were expected to launch in fall 2026.

Trustee Machperson asked if OSU undergraduates would feed these programs and if that improved enrollment projections. Carroll said many applicants were expected to be non-business undergraduates (e.g., engineering students) who want business skills without a generalist MBA, which broadens the pipeline.

Trustee Phillips asked about startup costs and time to break even and expressed concern about the lack of compensatory cost savings, given the financial picture. Carroll estimated annual costs at full staffing of approximately \$800K - \$1M and projected revenue roughly double the program costs. He acknowledged financial risk in the early years of the program if enrollment projections are not met, though curriculum overlap with other programs reduces exposure.

Committee Vice Chair Bulger asked if the college had existing faculty expertise in the proposed fields. Carroll said the college already has faculty in these areas but capacity is a challenge given high demand and experiential learning load. He clarified that the strategy is to repackage what exists and infill, not expand into new territory.

There being no further discussion, Committee Chair Manning sought a motion to approve the new Master of Science degree in Business Analytics for Corvallis and ECampus. A motion was made by Trustee Macpherson, seconded by Committee Vice Chair Bulger and approved by all committee members in attendance: Committee Vice Chair Bulger, Trustee Carter-Cram, Trustee Macpherson, Committee Chair Manning and Trustee Phillips. The motion carried.

Manning sought a motion to approve the new Master of Science degree in Information Systems for Corvallis and ECampus, which was made by Trustee Palmer, seconded by Trustee Macpherson and approved by all committee members in attendance: Committee Vice Chair Bulger, Trustee Carter-Cram, Trustee Macpherson, Committee Chair Manning and Trustee Phillips. The motion carried.

6. Discussion Item

a. 2025 Committee Assessment Results

Committee Chair Manning introduced this agenda item and led the discussion. She emphasized that the results reflected a generally positive experience among committee members and

highlighted two recurring themes from written trustee comments: Ongoing challenges in balancing presentation time versus presentation and discussion; and the desire for clearer and more consistent metrics, particularly related to *Prosperity Widely Shared*

Manning invited committee members to offer suggestions, noting that both she and Committee Vice Chair Bulger hold planning meetings with Provost Haggerty and Board Secretary Bangs prior to each committee meeting to refine agendas and formats and inviting trustees to approach any of them with suggestions.

Trustee Phillips recommended that the committee receive follow-up reporting on previously approved academic programs comparing actual performance to initial projections, noting that such feedback would be especially important given current financial uncertainty.

Trustee Macpherson reflected on the challenges faced by trustees without academic backgrounds, noting that those who are not career academics may feel less impactful, given the technical complexity of the committee's portfolio. He encouraged leadership to select and frame topics in ways that allow trustees to draw on non-academic professional experience.

Committee Vice Chair Bulger commended committee leadership for significantly shortening and streamlining presentations over time, adding that the changes have improved pre-meeting preparation and the quality of committee dialogue.

Committee Chair Manning acknowledged the tension between breadth and depth in covering the provost's wide-ranging portfolio and noted the ongoing challenge of balancing written docket materials with oral presentations. She reiterated that leadership remains open to structural changes that improve clarity, engagement, and committee value.

Provost Haggerty expressed appreciation for candid feedback, noting that he views constructive criticism as essential to improvement. He noted that written reports must be submitted well in advance due to public meeting and records requirements, which sometimes makes them outdated by the meeting date. Manning suggested considering options during planning for the next board meeting.

Board Chair Hernández explained that front-loaded deadlines exist to ensure trustees have adequate time to review extensive materials and commended efforts to keep reports concise but comprehensive. He strongly endorsed providing at least bullet-point summaries of reports from the provost and the vice president for Finance and Administration, noting that some trustees are visual or reading-oriented learners who benefit from written materials that track oral remarks.

7. Adjournment

With no further discussion or business before the committee, Committee Chair Manning adjourned the meeting.

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees