



The Board of Trustees of Oregon State University

Regular Meeting of the Academic Strategies Committee

January 27, 2022

1:00 – 5:00 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

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

University Staff Present: Jackie Bangs, Steph Bernell, Ed Feser, Alix Gitelman, Morgan Giers, Becca Gose, Chris Hagen, Elizabeth Helman, Aimee Hisey, Jen Humphreys, Andrew Ketsdever, Kim Kirkland, Dan Larson, Todd Pugatch, Marion Rossi, Rick Settersten, Lauren Skousen, Page Stone, Irem Tumer, Nicole von Germeten, Brian Wall, Robert Wheatcroft

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

Chair Pulliams called the meeting to order at 1:03 p.m. and asked Board Secretary Bangs to call the order. A quorum was noted.

2. Provost's Report

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

Chair Pulliams invited Provost and Executive Vice President Ed Feser to provide his report. Feser referred to the New and Existing Program Reviews and Professional Accreditations in Process docket and offered to answer any questions. There were none. Feser then updated trustees on work underway to develop alternative credentials, which offer benefits for both traditional and non-traditional students.

Feser spoke at some length about OSU's partnership with Guild. Guild is an exclusive network of corporate and academic partners that brings together Fortune 1000 employers with a select group of universities that Guild has identified as offering high quality online education. OSU is designated as a preferred education provider under an agreement the university negotiated with Guild. Employees of corporations that are Guild members receive education benefits, including free or discounted tuition, and may elect to attend one of the designated universities in the network that their employer has also endorsed. OSU's partnership with Guild began in April 2021 and enrollment is growing steadily while the number of Guild-network corporations endorsing OSU as a provider is also growing. Feser recognized Associate Provost Lisa Templeton's leadership in developing the partnership with Guild.

Feser recognized three OSU faculty who were recently announced as new Fellows of the American Association for the Advancement of Science: Dr. Lisa Balance, Dr. Bradley Cardinal, and Dr. Staci Simonich.

Feser spoke about OSU's successful partnership with the OSU Foundation to attract philanthropic support for new endowed faculty positions and the colleges where they were awarded (under the Provost's Faculty Match Program"). Donors committed \$13.8 million to establish 15 new endowed faculty positions across seven colleges. This included chairs in Forestry (two) and Business (its first); professorships in Agricultural Sciences (two) and Business; a fellowship in Forestry; and faculty scholars in Engineering, Education (its first), Science, Veterinary Medicine, and one to be determined. Feser recognized the deans, OSU Foundation President and CEO Shawn Scoville, and the Foundation staff for their efforts.

Feser shared that Anne-Marie Deitering has been appointed dean of libraries and Brian Primack dean of public health and human sciences. Feser updated trustees on executive searches underway, sharing that searches for the vice president and chief diversity officer, the dean of pharmacy, the dean of the college of agricultural sciences, and the vice president for OSU-Cascades are all pending.

Feser provided an enrollment and admissions update. He mentioned that fall enrollment was up in credit hours slightly more than in head count, which is a reversal of prior trends where growth in head count has generally outpaced credit hours. This may be students catching up in credit hours as in-person instruction has increased. Feser said that it is too early to tell if it is a trend. Feser said fall applications were up for resident, non-resident, transfer, and Ecampus students. It is not yet clear whether the growth in applications will yield growth in enrollment, as the number of colleges and universities prospective students are applying to is growing significantly. Feser said that OSU is seeing stronger growth in non-resident applications than in resident applications and that graduate applications are flat to slightly down at this stage in the admissions cycle.

Feser mentioned several projects underway to improve the EM function. They include reform of OSU's net tuition pricing strategy and improvements in the web experience for prospective students. Feser said that staff is rethinking new student orientation so that it serves both as the final step in recruitment and matriculation and the first step in a student's journey toward their degree. The university believes this will improve admissions yields. Feser said the construction of the new student Welcome Center, which will be situated in Reser Stadium, is proceeding on schedule.

The university is working to implement a single customer relationship management (CRM) system to manage relationships with OSU students at all levels. The single CRM will replace multiple instances of CRM's at OSU that accreted over time to meet the needs of individual units. A single CRM will provide a more consistent means of communicating with students, tracking those communications and students' responses, and generating data to better inform student support.

Feser finished by speaking about OSU's efforts to enhance its level of cybersecurity and actively protect against cyber threats. Feser updated trustees on work led by the Division of University Information and Technology (UIT)—implemented in coordination with distributed IT units across the university—to boost OSU's cybersecurity protections and identify and mitigate risks. Among key actions is a shift of the Banner information system to the cloud, which facilitates the use of more powerful tools for protecting IT security. OSU's overall level of cybersecurity, as measured by standard assessment systems, has risen significantly due to actions taken in recent months. Feser recognized and thanked OSU's IT team for its work in this area.

Hearing no questions, Pulliams moved to the next item.

3. Consent Agenda

a. Minutes of the October 7, 2021 Academic Strategies Committee Meeting

A motion was made, seconded and carried to approve the minutes of the Oct. 7, 2021 meeting.

4. Action Items

a. New Academic Program: Economics, BA/BS

Pulliams welcomed Vice Provost for Academic Affairs and Senior Vice Provost Alix Gitelman to introduce new programs being considered for approval. Gitelman said that the first two programs (Economics and Political Science) are currently delivered in Corvallis and are now proposed for delivery at OSU-Cascades. She introduced interim Vice President of OSU-Cascades Andrew Ketsdever, who summarized the Cascades campus's plans to offer the Economics and Political Science programs, how they would serve the needs of Central Oregon, and benefits to graduates. Ketsdever spoke to the demand for the programs, enrollment projections, workforce needs, and community fit. Ketsdever explained that the program offered in Bend will not differ from the one offered in Corvallis in terms of curriculum and degree learning outcomes.

The School of Public Policy in the College of Liberal Arts is the academic home of the programs. Todd Pugatch, Associate Professor of Economics in Public Policy, addressed the benefits of offering the Economics degree at OSU-Cascades, including graduates' job prospects and earning potential. He voiced his support for approval the request of OSU-Cascades and CLA to deliver the Economics degree in Bend.

Trustee Jax Richards commented that he has had a phenomenal experience with the Economics program in Corvallis. Board Chair Kirk Schueler asked whether any resistance to this request for a new location for the degree is anticipated at the state level. Presenters do not anticipate resistance and believe the foundational nature of the degree—the value of offering it at many, if not most, universities and campuses in Oregon—will be appreciated by both the Statewide Provosts Council and the Higher Education Coordinating Commission.

A motion to approve the request to offer the BA/BS in Economics at OSU-Cascades, pending support of the statewide Provosts Council and approval of

the Higher Education Coordinating Commission, was offered and seconded. The motion carried.

b. New Academic Program: Political Science. BA/BS

Gitelman invited Associate Professor in the School of Public Policy, David Bernell, to join Ketsdever to speak about the request to offer the Political Science degree at OSU-Cascades. Ketsdever began by referencing the popularity of the program in Corvallis and that he anticipates similar popularity at OSU-Cascades. Ketsdever explained that the program offered in Bend will not differ from the one offered in Corvallis in terms of curriculum and degree learning outcomes. Bernell spoke to the collaborative effort between faculty and staff located in Corvallis and OSU-Cascades and the positive employment outlook for students with the degree. He expressed his enthusiasm for the proposal.

A motion to approve the request to offer the BA/BS in Political Science at OSU-Cascades, pending support of the statewide Provosts Council and approval of the Higher Education Coordinating Commission, was offered and seconded. The motion carried.

c. New Academic Program: Theater Arts. BA/BS

Gitelman explained that the proposed BA/BS in Theater Arts expands what is currently a degree option and provides new opportunities with the development of the Arts and Education Complex. Gitelman then turned it over to Associate Dean for the College of Liberal Arts Marion Rossi and Senior Instructor for the Theatre Arts Program Elizabeth Helman to discuss the new degree in more detail. Rossi spoke about the recent change in the school structure, which placed arts and communications in two separate schools and creates a stronger foundation for supporting a distinct degree in Theater Arts. Rossi also reflected on the future of theater and the entertainment industry.

A motion to approve creation of a BA/BS in Theater Arts, pending support of the Statewide Provosts Council and approval of the Higher Education Coordinating Commission, was offered and seconded. The motion carried.

d. New Academic Program: Applied Humanities. BA/BS

Gitelman shared that the curricula for the proposed BA/BS in Applied Humanities, which will be offered online via Ecampus, focuses on building communication and cultural competencies. Gitelman then welcomed Professor and Director of the School of History, Philosophy and Religion Nicole von Germeten. Von Germeten introduced Aimee Hisey, a PhD student in the college and the proposed first advisor for the program. Von Germeten said that the Applied Humanities degree is an innovative program that emerged from discussions with Ecampus, where the goal is to serve the needs of adult online learners who have accumulated credits toward a bachelor's degree from one or more institutions but stopped out. Von Germeten said that the intent is to provide an inexpensive path for 21st century learners. Trustees discussed with von Germeten the ways in which the program meets the needs of today's diverse learners, as well as related marketing and recruitment strategies.

A motion to approve the creation of a BA/BS in Applied Humanities, pending support of the statewide Provosts Council and approval of the Higher Education Coordinating Commission, was offered and seconded. The motion carried.

e. New Academic Program: Oceanography, BS

Gitelman introduced Professor Emeritus in the College of Earth, Ocean and Atmospheric Sciences Rob Wheatcroft. Wheatcroft explained that the Oceanography program has a long history at OSU and it will be beneficial to offer a distinct curriculum to undergraduate students. Wheatcroft said it will be a rigorous multi-disciplinary degree with broad electives. Wheatcroft said that it will be good to have the full range of degrees in Oceanography from undergraduate to graduate. Wheatcroft stated that many students in the undergraduate program go on to graduate school and find related employment in the natural sciences.

A motion to approve the Oceanography BS program effective fall 2022 pending support of the statewide Provost Council and approval of the Higher Education Coordinating Commission was made and seconded. The motion carried.

5. Discussion Items

a. Interpersonal and gender-based violence prevention, support and response, including risk management report

Pulliams began by introducing panel members: Interim President Becky Johnson; Executive Director for Equal Opportunity and Access Kim Kirkland; Vice Provost for Student Affairs Dan Larson; Associate Vice Provost and Executive Director of Student Health Services Jenny Haubenreiser; Sexual Health Coordinator with Student Health Services Amanda Stevens; Interim Director of Survivor Advocacy and Interpersonal Violence Prevention Allison Riser; and Assistant Director of Mental Health Promotion, Counseling and Psychological Services Bonnie Hemrick. Johnson began by providing high-level information about OSU's compliance functions related to sexual misconduct as well as the university's prevention and response approaches.

Johnson acknowledged that there are different opinions about how to approach prevention and support and that it takes collaboration to make progress on the goal of ending violence. Larson shared that the panel represents some of the integral functions of OSU's prevention and response team. Haubenreiser shared that OSU takes a comprehensive and inter-connected approach. Hemrick spoke about the socio-ecological model related to violence and how individuals react to those around them and their environment. Stevens spoke about terminology related to interpersonal and gender-based violence. As well, Stevens identified the three types of prevention, primary, awareness and response, and examples of each of them at OSU. Stevens said that sexual health programs are a form of interpersonal violence prevention and she offered examples of opportunities to incorporate education, such as K-12 comprehensive sexuality education and in-house online violence prevention modules at OSU. Riser spoke about trauma-informed approaches to community care and said that the aim is to provide the OSU community with understanding of trauma and to refer survivors to confidential services in a compassionate manner. Riser said that SARC provides specialized survivor-driven trauma-informed advocacy and is focused on the provision of basic needs and resources, and empowering survivors to regain control over their lives. Haubenreiser underscored the high level of collaboration

that occurs between OSU departments, which is essential to interpersonal violence and prevention efforts. Haubenreiser shared that there is an advisory and stakeholder team to ensure that efforts are well-supported, informed and coordinated. Haubenreiser stated that next steps include continued investment in primary prevention, greater engagement with key stakeholders, expansion of community partnerships, and ongoing engagement across OSU. Haubenreiser concluded by emphasizing that alignment and collaboration is the path forward, and that cooperation with external partners is bolstering support for survivors and interpersonal violence prevention efforts.

Manning emphasized the efforts around collaboration, and she recommends building upon the network that exists within Corvallis. She said that partnering with the Center Against Rape and Domestic Violence (CARDV), which was highlighted in the related docket, is an example of a good collaboration.

Schueler asked the panel to speak to the differences in opinions about approaching interpersonal violence and prevention. Haubenreiser said her sense is that it relates to organizational design. Universities organize their services in different ways. Haubenreiser said that OSU is continually looking for ways to improve its approach. Trustee Inara Scott noted that improving the community's understanding of OSU's model is important to allow community members to see all of the support that is occurring across OSU, and the public forums may help. Larson said that while SARC is often perceived as representing all the survivor-focused work that is being done, actually it is only one component of support for survivors at OSU.

Trustee Maria Chávez-Haroldson asked about the connection when it comes to reporting and the OSU police. Kirkland said sometimes the OSU police will receive the first report, and then will pull in the appropriate resources including the Office of Equal Opportunity and Access and the Office of General Counsel. Riser said their advocates work with survivors to help them understand what the reporting process looks like, should they decide to report. Kirkland said that student experiences were recorded in a 2017 survey of 1,000 students and in May 2022 a second survey will go out. From there, Kirkland said OSU will be able to compare whether progress has been made. Trustee Jax Richards asked how OSU determines the appropriate level of labor hours needed to staff the SARC. Haubenreiser replied that while there are not currently wait times for survivors, more support was needed in the online space. Haubenreiser said as outreach and awareness expands, OSU will likely see more requests for support and staffing. Richards suggested that a more centralized approach with more advocates would provide better support to the OSU community and he asked for trustees to be provided with information about how many students are being served by OSU offices. Larson commented that there is a team that includes ASOSU representation considering how best to organize support services, including staffing and structure.

b. Research & Innovation Briefing

Pulliams invited Vice President for Research Irem Tumer to introduce discussion panelists. Tumer noted that instead of reviewing the annual briefing report, panelists would engage with trustees in conversation about innovation and entrepreneurship (I&E). Tumer shared that last year was very successful in terms

of researchers earning awards. Tumer welcomed College of Business student Page Stone; Associate Vice President for Research and Economic Impact Brian Wall; Assistant Professor in Chemical, Biological and Environmental Engineering Morgan Giers; and Interim Director of Research and Associate Professor in Energy Systems Engineering (OSU-Cascades) Chris Hagan.

Wall spoke about why I&E is important to OSU. Further, Wall noted that one of OSU's recent notable successes, Inpria, is supporting chip manufacturing; over 50% of its employees are OSU grads; and it plans to remain based in Corvallis. Giers shared that in her PhD and post doc research, she was the only engineer on the team amongst physicians. Giers explained that she focuses her lab on spine research because she learned that back pain is the largest contributor to disability. Hagen shared that he has 10 years of industry experience as well as being a founding member of a start-up, Onboarding Dynamics. Stone said she is an MBA student at College of Business and has worked at Advantage Accelerator for two years. Stone appreciates being able to work with startups at both the beginning and ending stages of innovation. Tumer asked panelists to talk about their perspectives around the importance of I&E. Giers shared that being involved in I&E has helped her to think about her work in terms of applicability and usability. Tumer shared that OSU is leading an effort funded by the National Science Foundation to examine how I&E can be better recognized in promotion and tenure criteria. Trustee Patty Bedient asked Giers and Hagan about student involvement. Hagen said that students are integral to doing the work in the background, providing lead researchers with more time to pursue grants and other funding. Hagen said that his former students have been successful in securing employment because of their research experience at OSU.

c. Internationalization & Global Engagement Briefing

Pulliams began by welcoming Vice Provost for Academic Affairs and Senior Vice Provost Alix Gitelman and Vice Provost for Faculty Affairs Rick Settersten. In his role as vice provost for faculty affairs, Settersten serves as OSU's senior international officer and oversees its internationalization strategy. Settersten described the ways OSU's internationalization and global engagement strategies and initiatives have pivoted over the last two years due to the pandemic as well as organizational change. He noted that although he provides overall leadership in helping to steward the strategy, leaders and units all across the university have established goals and responsibilities embedded into their positions; many different units are all accountable for OSU's success in the internationalization area (including enrollment management, student affairs, INTO OSU, faculty affairs, the Research Office, and many others).

Settersten shared OSU's current areas of emphasis, as articulated in the current internationalization strategic plan, such as developing a more powerful definition of global learning, including what it means and how all students can participate in it. As well, Settersten said is that it is a priority to help faculty who want to engage in global activity. Gitelman noted that in the process to revise the baccalaureate core, the committee is considering how to inject global learning into the core competencies.

Settersten shared that a project is underway to explore partnering with INTO to market OSU's online offerings in other countries. Settersten said that though complexities would need to be worked through, INTO is an important source of regular market intelligence about the environment and how it has changed.

Trustee Darry Callahan observed that there is no substitute for being on-site and having in-person experiences, which is not to suggest that OSU shouldn't pursue the online avenues. Trustees discussed global dynamics, including the pandemic, and how the student engagement with global learning has changed, as well as the various influencing factors.

Pulliams thanked the presenters and mentioned the importance of this topic in the context of priorities and planning for the Academic Strategies Committee.

6. Adjournment

Committee chair Pulliams adjourned the meeting at 4:41 p.m.

Respectfully submitted,



Jen Humphreys
Assistant Board Secretary