



**Oregon State**  
University

## The Board of Trustees of Oregon State University

### Regular Meeting of the Academic Strategies Committee

April 7, 2022

9:40 am – 11:50 am

Horizon Room, Memorial Union Room 049  
Corvallis, Oregon

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

**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, Jon Boeckenstedt, Ed Feser, Alix Gitelman, Brigitte Graham, Jen Humphreys, Philip Mote, Melanie Rose

1. **Call to Order/Roll/Declaration of a Quorum** Committee Chair Preston Pulliams called the meeting to order at 9:40 a.m., asked the Board Secretary Jackie Bangs to call the roll, who did so and noted a quorum.

2. **Provost's Report** (9:41 a.m.)

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

Feser began by providing an update on enrollment numbers stating that spring registration is as expected, up from last spring for all campuses and all levels of students. Feser said that total applications for summer are showing a 33% increase, masters applications are flat and doctoral degree programs are down slightly. Feser said that fall applications are up for the Corvallis campus, Ecampus applications are up 15% over last year at this time, and OSU Cascades applications are down compared to last year, but last year had a very large increase. Feser said that the Provost's Office has been working to strengthen capacity in enrollment management with additional staff, new tools and data. Lastly, Feser shared that an Enrollment Strategy Taskforce has been launched which will be chaired by Jon Boeckenstedt, Vice Provost for Enrollment Management and Roy Haggerty, Dean of the College of Science.

Feser shared an update on the Collaborative Innovation Complex (CIC), which is a 150,000 square foot facility that will support an advanced research infrastructure supporting some of OSU's most distinctive fields. Feser said the CIC will enhance several other parts of the campus facilities to support areas such as climate solutions, material science, computation AI and robotics. Feser explained that OSU has been setting aside funds from the running budget for years to invest in a deferred maintenance backlog and on upgrading research infrastructure that was degraded, and that the CIC is, in part, a result of those efforts. Feser said part of the process will include removal of Weniger Hall, but the CIC is not a replacement of that building. Feser said that Weniger is a building that is in poor condition and needs to be retired. Feser said the CIC provides

an opportunity to do so, but the project will also include updating and upgrading other buildings as well.

Feser spoke about OSU's Portland Center which opened in 2018 and described it as OSU's hub for learning and engagement as well as a location for the OSU Foundation's work in the Portland area. Feser said that the Portland Center is supporting adult learners and providing a space for professional development opportunities and youth development via industry partnerships. Feser noted that activity has significantly slowed at the Portland Center since the pandemic began yet work continued behind the scenes to think about optimizing the space for efficiency and building conference management systems. Feser said that it was originally anticipated that undergraduate programs would be a larger component of the space than what has occurred. Feser said that the Portland Center remains an opportunity to provide professional development. As well, Feser said the Portland Center allows OSU to continue engaging with the urban community to advance the goal to provide pre-college programs in the Portland area to create pipelines, particularly for underrepresented students, to progress to college.

Feser said that Staci Simonich has recently been named as the dean of the College of Agricultural Sciences. Feser described Simonich's professional background and noted she is the first woman to serve as dean of Agricultural Sciences at OSU. Feser said that Brian Primack will begin as dean of the College of Public Health and Human Sciences June 30, 2022. Feser said that the search for the vice president and chief diversity officer has launched, and it is anticipated that candidates will be interviewed in the fall. Feser said he plans to launch the search for the executive of the OSU-Cascades campus soon, following much work in the past year to clarify the governance of the campus relative to OSU as a whole, particularly related to academic program development and approval. Feser shared that Karina Nielsen has been selected to lead the Oregon Sea Grant as of June 1.

Feser said that OSU became an academic provider of Amazon's Career Choice program on April 1, 2022 and described some of the details associated with the program. Feser recognized Vice Provost for Ecampus, Lisa Templeton for driving the initiative.

After Provost Feser's report concluded, Chair Schueler and Trustee Callahan provided encouragement to establish measurable goals for the Portland Center. Feser provided additional information about how OSU is looking at the Portland Center and planning for future success, including information about a new program called Access OSU, led by Ivory Lyles, vice provost for extension and engagement, Dan Larson, vice provost for student affairs, and Scott Vignos, interim vice president and chief diversity officer. The post report discussion also included the CIC and the complexities around planning, staffing and building management.

### **3. Consent Agenda**

- a. Minutes of the January 27, 2022 Academic Strategies Committee Meeting

- b. Academic Program Terminations: Mathematics Education (MA, MS, PhD); Science Education Graduate Major (MA, MS, PhD), Medical Physics (MA, MS, PhD).

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

#### 4. Discussion Items (10:11 a.m.)

- a. Academic Programs: Undergraduate and Graduate Briefing  
Vice Provost for Academic Affairs and Senior Vice Provost, Alix Gitelman, provided a summary and information about the management of OSU's curriculum. Gitelman then described information and provided examples about course and program activity specific to 2021.

Gitelman discussed the work to reform the baccalaureate core and explained that the new curricula is planned to go to the Faculty Senate for a vote in June 2022. Gitelman said hard work will begin after the June vote, including work on common course numbering throughout the public higher education structure throughout Oregon. Gitelman said the hope is to implement the full change within two years, recognizing that is ambitious.

Gitelman spoke about Study Abroad programs and commented that there was nearly no activity during the pandemic. She explained that some of the programs that OSU manages are available to students at other institutions in Oregon and that there were some stresses associated with that during the pandemic. Gitelman said conversations are occurring about whether OSU being positioned as the operator of those program is the best thing for OSU. Gitelman spoke about other experiential learning opportunities available to OSU students beyond travel and that OSU wants to get students involved in these opportunities as soon as possible in their academic career. Gitelman said a benefit of these types of experiences is that they allow students to see clear connections to their desired career and spoke to the challenges students from underrepresented students may face in accessing these opportunities.

In response to a question from Trustee Longo Eder, Gitelman clarified that the work on the baccalaureate core is about categories, not specific course work. As well, Gitelman said the work is being done with the expectation that it will be done in a way that does not disadvantage transfer students and to make it more engaging to students.

Vice Provost and Dean of the Graduate School, Philip Mote, described some of the statistical differences between graduate and undergraduate student populations. Mote shared admission and enrollment statistics about graduate students, including that enrollment growth has been seen in students over 25 years old and that Ecampus has supplemented some of the flat or decreasing enrollments in on-campus enrollment. Mote said that resident students of color have increased though not yet to the level OSU would like to see. Mote said that only 30% of graduate students are from Oregon, compared with 70% of undergraduate students. He mentioned that about a third of graduate students receive support in the form of graduate assistantships or fellowships, which come with great health benefits. Mote noted faculty training that has been implemented

for faculty in mentoring. Mote described OSU Grad Advantage, an initiative to provide graduate students with opportunities to develop transferrable skills, and mentioned that OSU has been looking at alternative credentials.

Following Mote's comments, Trustee Callahan asked about the number of graduate students at OSU and whether enrollment is low for the size of the institution. Mote confirmed that OSU is relatively low for an R1 institution in the percentage of students who are graduate or professional, and explained some of the historical and structural reasons for the relatively low number. Mote said that he is serving on the Enrollment Strategy Taskforce previously mentioned by Provost Feser and this topic will be considered within the work of that group. Further discussion occurred about experiential learning experiences available for students that apply to areas of study both within and outside of the state. As well, conversation occurred about OSU's graduation rates, which have, remarkably, continued to rise during the pandemic – with only one exception, each quarter's completions exceeded all previous quarters.-Mote described a project that he and Gitelman are working on the assess entire academic units in the areas of student learning outcomes; research, impact and quality; equity, diversity and inclusion; and resource efficiency

b. Enrollment Management & Financial Aid Briefing

Vice Provost for Enrollment Management, Jon Boeckenstedt provided information about the enrollment report and enrollment initiatives during his time at OSU with the goal of having a highly functioning professional enrollment management operation. Boeckenstedt said that he has been speaking with high school counselors from outside of Oregon and that these counselors were very surprised at how little they know about OSU. Boeckenstedt said that OSU was showing promising enrollment numbers as of February 2020 but then they decreased as the pandemic continued. Boeckenstedt said that the Enrollment Strategy Taskforce will shape the way the university thinks about its enrollment future and to be more intentional, strategic and more unified in approach. Boeckenstedt said the work of the committee will feed into Strategic Plan 5.0. Boeckenstedt spoke to inclusive excellence and strides made in enrolling and supporting more students with high financial need. Boeckenstedt shared that consideration to pricing models should be considered as well as the ability for parents and students to understand the net cost students actually pay when they enroll. Boeckenstedt said he is looking forward 10-15 years and what enrollment strategy and OSU should look like at that time.

Following Boeckenstedt's comments discussion occurred about general familiarity with OSU by prospective students and OSU's decentralized marketing strategy. Boeckenstedt said that they are looking at new data and ways to tap into markets that we have not previously. Vice President for University Relations and Marketing, Steve Clark, shared that URM provides a framework for all marketing professionals across the university. As well, Clark said URM supports the work the admissions recruitment effort directly with hopes to increase that support in the future. Borkar asked about the effect of the pandemic on Ecampus enrollment and Boeckenstedt shared that it increased and the reasons why this occurred. Additional discussion occurred about the Western Undergraduate Exchange (WUE) program, how it has been employed at OSU and its impact on enrollment and instructional costs. This led to discussion about the approach to admitting resident and non-resident students and how this approach impacts OSU's overall enrollment and the effort to provide education to all qualified

Oregon students who apply. The use of social media and how it can assist with attracting students was discussed.

**5. Adjournment**

With no further discussion or business, the meeting was adjourned at 11:52

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Jen Humphreys". The signature is fluid and cursive, with the first letter of each word being capitalized and prominent.

Jen Humphreys  
Assistant Board Secretary