



Meeting of the Academic Strategies Committee

January 16, 2025

1:50 – 3:50 p.m.

Memorial Union Horizon Rm.

**MINUTES**

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

Committee members absent: Julie Manning (*chair*)

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

University staff present: Grace Atebe, Jackie Bangs, Tom DeLuca, Kevin Dougherty, Alix Gitelman, Becca Gose, Carla Ho‘ā, Jen Humphreys, Stacy Jeffries, Stephen Jenkins, Laurel Kincl, Deb Mott, Vincent Nguyen, Paul Odenthal, Patti Snopkowski, Lisa Templeton, Irem Tumer, Steve Wuhs

Invited guests: Steven Richman (INTO University Partnerships)

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

Committee Vice Chair Stephanie Bulger called the meeting to order. 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**

Provost and Executive Vice President Ed Feser provided updates on a range of topics.

He noted that the university is in the final years of its current seven-year accreditation process with the Northwest Commission on Colleges and Universities (NWCCU), with a Year 6 report due in March 2025, a Year 7 report due in winter 2026 and a site visit from external evaluators in spring 2026.

The provost provided updates on major focus areas in the implementation of *Prosperity Widely Shared*, including:

- Efforts to increase annual research expenditures to \$600M
- Work toward the goal of “Every Student Graduates,” including plans for a university-wide Student Success Summit this spring
- Expansion of academic programs to reach the goal of 30,000 online-only students by 2030
- Efforts to increase OSU-Cascades enrollment to 2,200 students.

Feser announced that construction of the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex is on track, with plans to install the supercomputer in fall 2026 and a search for the executive director to launch next week.

He mentioned the growth of microcredential enrollment in academic programs and provided an enrollment management update that shows registrations for winter term up 2.8% on headcount and 4.4% on credit hours.

In closing, the provost reported that the AI@OSU advisory group he charged last year had completed the engagement phase of its work and submitted a draft report with key recommendations to support Oregon State's vision to be a leader driving equitable, scalable and sustainable advancements in AI education, research, knowledge translation and innovation.

Trustee Luther asked who would step into Ed's shoes on the Administrative Modernization Program. Feser said that would be the interim provost and subsequently the new provost, with Vice President for Finance and Administration Carla Ho'ā ensuring they are well informed. He also commended the excellent leadership of Vice Provost for University Information and Technology and Chief Information Officer Andrea Ballinger and Dean of the College of Business Tim Carroll.

Trustee Chambers asked what percentage of cost reduction is expected from automation in administrative costs. Feser said the exact percentage is uncertain but noted that the anticipated cost reduction is about \$11M annually, with hopes to reach closer to \$20M.

In a follow-up question, Chambers asked how cost per student could be reduced while increasing net revenue per student. Feser cited the possibility of centralizing admissions at the graduate level, which has the potential to reduce costs and be more responsive to market demands, especially for international students, which represent a significant growth market.

### **3. Consent agenda**

- a. Minutes of the October 24, 2025, Academic Strategies Committee Meeting**
- b. Academic Program Extension (Extend to OSU-Cascades): BS in Accountancy**

A motion to approve the consent agenda was made by Trustee Macpherson, seconded by Trustee Palmer, and approved by all committee members in attendance. The motion carried.

### **4. Action items**

- a. New Academic Program (Ecampus): BS in Healthcare Administration**

Alix Gitelman, senior vice provost for Academic Affairs and Laurel Kincl, associate dean for Academic and Faculty Affairs, presented details of the proposed new academic program for Ecampus.

Gitelman noted that this is the first of nine programs being developed to bolster Ecampus enrollment.

Kincl provided an overview of the proposed program, which is the result of collaboration between the College of Health and the College of Business that builds on existing courses from public health and business administration, with new courses developed in response to innovations in healthcare, such as AI and healthcare informatics.

The proposed degree aligns with the "30 by 30" (30,000 online-only students by 2030) target in *Prosperity Widely Shared*, which aims to develop new programs to bolster online enrollment. While degree accreditation is not available at the bachelor's level, there are plans to pursue accreditation at the master's level in the future.

The committee chair sought a motion to approve the new Bachelor of Science degree in Healthcare Administration for Ecampus. A motion was made by Trustee Palmer, seconded by Trustee Macpherson and approved by all committee members in attendance. The motion carried.

**b. New Academic Program (Ecampus): PSM in Wood Innovation for Sustainability**

Alix Gitelman was joined by Tom DeLuca, dean of the College of Forestry, to provide an overview of the proposed new professional science master's degree (PSM) for Ecampus.

Gitelman clarified that the proposed PSM is a coursework-only degree designed for working professionals looking to upskill, change careers or gain additional credentials.

DeLuca provided an overview of the proposed program, which is fully online and unique in the nation, with only one other similar program at Mississippi State University.

He noted that the program offers options in both mass timber and timber circular economy, adding that OSU also has certificate programs in mass timber and timber circular economy that are fully approved for fall 2025.

Committee Vice Chair Bulger asked how the program might handle potentially high demand and Trustee Chambers asked if the program would appeal to alumni.

DeLuca expressed confidence in the program's ability to attract large numbers of students due to industry need. He said he was hopeful that alumni – especially those who graduated 15-20 years ago – would see value in updating their education.

Vice Chair Bulger sought a motion to approve the Professional Science Master's in Wood Science for Sustainability for Ecampus. A motion was made by Trustee Macpherson, seconded by Trustee Palmer and approved by all committee members in attendance. The motion carried.

**5. Discussion items**

**a. Research and Innovation briefing**

Vice President for Research Irem Tumer provided an overview of OSU's research enterprise.

Tumer announced that the university reached a record-setting number of \$422M in research expenditures for fiscal year 2024, a 15% increase from 2023 and a 35% growth over the last five years. She added that the target articulated in *Prosperity Widely Shared* is to achieve \$600M by 2030.

She reported that nearly 90% of research funding comes from federal agencies, noting this is both an accomplishment and a potential risk, due to possible changes in priorities with new administrations. She stressed the need to diversify funding sources, including those sponsored by industry and private foundations.

Tumer announced the top three colleges for research expenditures: The College of Earth, Ocean, and Atmospheric Sciences, the College of Agricultural Sciences and the College of Engineering. She added that smaller colleges – including liberal arts, forestry, education, pharmacy, science and health have also seen an upward trend.

She noted opportunities for growth in areas like robotics, clean energy, climate solutions, biotech, integrated health, AI and computation.

Tumer also highlighted several major initiatives to support the research enterprise, including the Research Advancement Academy and the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex.

The following topics were addressed in conversation with trustees:

- **Federal research dollars:** Trustee Macpherson referenced research awards under the CHIPS Act, noting that Oregon was not selected for a semiconductor site. He asked how the state can compete effectively for projects that need an R1 institution and whether Corvallis can succeed in such competitions. Tumer explained the complexities of the selection process and emphasized the need to establish the university as a leader in semiconductor innovation.
- **Concentration of research dollars:** Trustee Chambers noted that the top three units earn 66% of federal research dollars and asked how to develop “superstars” in the next tier, where four units currently account for 24% of federal research dollars. Tumer stressed the importance of providing resources, training, seed funding and addressing the capacity and facilities needs of faculty.
- **Research security and computing:** Trustee Palmer asked about the implementation of research security and computing, especially with increased regulations. Tumer noted ongoing efforts to consolidate research computing, ensure data security and identify main points of concern when the supercomputer is brought online.
- **Support programs:** Trustee Hale noted the need to attract and retain talent and asked if the support programs at OSU are competitive with peer institutions seeking the same talent. Tumer stressed the uniqueness of the Research Advancement Academy, which she said gave OSU a competitive edge. She also noted the ERA (Electronic Research Administration system) and AMP (Administrative Modernization Program), which will eventually reduce the number of manual processes and increase administrative efficiencies.

**b. Internationalization and Global Engagement briefing**

Executive Director of the Office of International Services Grace Atebe and Associate Vice Provost for Academic Affairs Steve Wuhs presented the briefing on internationalization and global engagement. Steven Richman, senior vice president for partnerships at INTO University Partnerships, joined via Zoom to answer questions.

Wuhs highlighted the diverse aspects of internationalization, including its impact on undergraduate and research experiences, employment and the success of international students.

Wuhs emphasized the importance of study abroad programs, noting their rigorous nature and the benefits they provide, such as resilience, grit and cross-cultural perspective. He noted the significant impact of the pandemic on study abroad, adding that the strong bounce back is encouraging.

Board Chair Hernández asked questions about tuition and fees, language of instruction and types of courses for study abroad programs.

Wuhs explained that tuition and fees for study abroad depend on the type of program: for faculty-led and term-long Oregon State programs, students pay Oregon State tuition. For affiliate programs, costs vary.

Regarding the language of instruction for study abroad, Wuhs said that, while language-intensive programs are encouraged, instruction in English is also available for students who prefer that option due to advanced coursework needs.

Wuhs said that students increasingly take major coursework abroad, such as molecular biology or physics, rather than just the cultural and society-oriented courses typically associated with study abroad.

Wuhs gave an overview of the university's internationalization grant program, which seeks to foster global engagement and joint research initiatives in alignment with the goals of *Prosperity Widely Shared*. He cited examples of OSU researchers partnering with universities in Europe to work on projects including small modular nuclear reactors and modeling for coastal climate change adaptation.

Wuhs mentioned the transdisciplinary research seed fund program, a collaboration with the Division of Research and Innovation to provide funding for research collaborations with India.

Atebe stressed the impact of the pandemic on international student enrollment, especially at the undergraduate level. She reported that the university is working to recover and grow its current international student population of about 7.9% back to pre-pandemic levels of 11% and then grow beyond that. She noted that Ecampus programs are less attractive to international students due to challenges in degree authentication and the lack of internships and practical training opportunities.

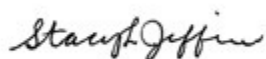
Richman provided an overview of the strategy for international recruitment and the global recruitment environment in general, which has seen a shift toward graduate, STEM-focused programming for a large student population from South Asia. He added that the U.S. remains a highly attractive destination for international students.

Committee Vice Chair Bulger asked about providing scholarships and support to international students. Richman replied that the university is mindful of the financial aspects and is working to provide competitive scholarship opportunities for international students.

## **6. Adjournment**

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

Respectfully submitted,



Stacy Jeffries  
Executive Assistant, Office of the Board of Trustees