



Meeting of the Academic Strategies Committee

October 24, 2024

2:10 – 4:35 p.m.

Memorial Union Horizon Rm.

MINUTES

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

Other trustees present: Kassy Bonanno, Julia Brim-Edwards, Karla Chambers, Maria Chávez-Haroldson, Susan Clark, Lisa Hale, Grant Kitamura, Toby Luther, MJ Mirho, Jayathi Murthy

University staff present: Becky Bangs, Jackie Bangs, Belinda Batten, Tim Carroll, Marina Denny, Kris Elliott, Alix Gitelman, Becca Gose, Carla Ho'ā, Heather Horn, Jen Humphreys, Stacy Jeffries, Stephen Jenkins, Dan Larson, Paul Odenthal, Rob Odom, Jeff Sherman, Patti Snopkowski, Scott Vignos

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

Committee Chair Julie Manning called the meeting to order at 2:21 p.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

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

Feser announced that OSU has entered the final years of its current seven-year accreditation cycle under the standards and processes determined by the Northwest Commission on Colleges and Universities (NWCCU). He noted that OSU will submit a Year Six Report (due in March 2025) and a Year Seven Report (due in February 2026), with a site visit from external evaluators currently planned for April 2026.

Feser outlined key actions related to implementation of the university's strategic plan, *Prosperity Widely Shared* (PWS). He reported that plan implementation is fully underway, guided by an Implementation Steering Committee and including broad engagement across the university community. He added that OSU will schedule two summits per year to maintain momentum and engage leadership and staff around student success and research, innovation and economic development.

The provost reported that university leadership continues to carefully assess the budget to determine how quickly investments can be made to meet PWS goals. He noted that OSU has developed a new planning tool that will allow units to select and track goals for retention across academic years, which will be an important piece of how OSU reaches the 80% graduation rate goal in PWS. He added that

the tool can also be used to track progress made on research expenditure goals and other targets in the strategic plan.

Feser announced that Ecampus and seven academic colleges are developing 10 new undergraduate online programs to support the goal of reaching 30,000 online students by 2030. He added that five graduate programs are also under development, for a total of 21 programs currently being developed.

The provost reported that OSU outperformed its enrollment goals despite significant FAFSA-related challenges and highlighted the following enrollment numbers:

- 6.6% increase in Ecampus enrollment, for a 65% increase in online enrollment since 2019
- 3.3% increase in Corvallis enrollment
- 1,370 students enrolled at OSU-Cascades, with more full-time compared to part-time
- 7,880 new students this fall – a new record and a 2.2% increase over last year’s record
- 2,364 new transfer students

Feser announced that the implementation of recommended changes to OSU research computing are underway, with a focus on the eventual arrival of the supercomputer in the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex. He added that Vice President for Research and Innovation Irem Tumer and her team have launched a Research Advancement Academy to train faculty to do bigger team-based research projects.

The provost concluded his report with the following announcements:

- Philip Williams welcomed as the new dean of the College of Liberal Arts in September
- Vice Provost for Information and Technology Andrea Ballinger named CIO of the Year and David McMorries named Chief Information Security Office of the Year
- 97% professional exam pass rate for the first cohort of the Doctor of Physical Therapy program at OSU-Cascades
- Savings of over \$1M for 17,000+ students by using open educational resources for 64% of core sections last term.

3. Consent agenda

a. Minutes of the May 16, 2024 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.

4. Action items

a. 2025 ASC Work Plan and 2024 Assessment Results

Committee Chair Julie Maning provided introductory remarks and led the discussion of the committee’s 2025 work plan and 2024 assessment results. She noted substantial improvements compared to the 2023 assessment and a strong five-year average.

Manning reported that committee members expressed appreciation for the briefings focusing on key domains across the university, which has been the format of the work plan for the past few years and continues to receive positive feedback.

She noted that several suggestions from committee members have already been implemented, including the addition of key takeaways or executive summaries in the briefing materials to provide a high-level overview of the in-depth information contained in the reports.

Manning added that the ASC will begin receiving additional context for new academic programs that come before the committee for discussion and action, which will help them understand how new programs fit within the broader strategic elements of *Prosperity Widely Shared*.

The committee chair sought a motion to approve the 2025 ASC work plan and 2024 assessment results. A motion was made by Trustee Macpherson, seconded by Committee Vice Chair Bulger and approved by all committee members in attendance.

b. New Academic Program: MS in Supply Chain and Logistics Management

Senior Vice Provost for Academic Affairs Alix Gitelman and Dean of the College of Business Tim Carroll discussed the proposed new Master of Science degree in Supply Chain and Logistics Management.

Gitelman noted that development of the program began before the launch of *Prosperity Widely Shared* and commended the College of Business for its market-oriented approach.

Carroll highlighted the growing importance of supply chain management in the post-pandemic environment. He mentioned the undergraduate major in this field, which was launched a few years ago and continues to grow, and noted that the College of Business has a robust industry advisory board interested in scaling up the programs. He emphasized the college's market-oriented growth, noting a 30% increase in enrollment over the last three years. He added that the college expects to have the highest number of new students this fall, contributing to 25% of the university's growth.

Carroll explained that the new program leverages existing resources, with foundational core courses that can be repurposed for this degree. He also highlighted the college's collaboration with other colleges and Ecampus, which has been successful in increasing enrollment both in-person and online.

During the discussion, trustees asked about consultation with industry participants and the impact of artificial intelligence on the field. Carroll said the advisory board for the program and the projects students have worked on reflect a range of statewide industry, and President Murthy added that companies like Amazon rely on AI for optimization and delivery. Chair Hernández commented on the real-world application of the program and felt its graduates would be sought after.

Committee Chair Manning sought a motion to approve the new Master of Science program in Supply Chain and Logistics Management for Corvallis and Ecampus. A motion was made by Committee Vice Chair Bulger, seconded by Trustee Macpherson and approved by all committee members in attendance.

5. Discussion items

a. Faculty Affairs briefing

Vice Provost and Chief Human Resources Officer Heather Horn joined Gitelman to deliver a report on faculty affairs. The presentation gave an overview of three key focus areas:

1. **Mix of Academic Faculty Appointments:** Gitelman explained the distinction between tenured and tenure-track faculty versus modified professorial faculty, noting that the latter category includes clinical faculty, professors of practice, professors of extension, professors of teaching, senior research track and visiting positions. She added that the expectation for tenure-track faculty is to achieve distinction in scholarship, creative activity and teaching, while faculty in the modified professorial tracks are expected to focus on one of those areas.
2. **Programs, Tools and Resources for Faculty Onboarding:** Gitelman provided an overview of resources the university has developed to support faculty onboarding and excellence, like the New Academic Faculty Academy (NAFA). She noted upcoming sessions for this group focusing on topics like teaching effectiveness and strategies for student success; developing research

plans; and paths to promotion. Horn provided information on the university's enhanced employee assistance program, Lyra, which is seeing five times more usage than previous Employee Assistance Programs (EAPs) and provides valuable support for faculty and their families. Horn also noted streamlined recruitment process, online onboarding and new hire orientations to support new faculty.

3. **Support for Faculty Excellence:** Gitelman gave an overview of efforts to support faculty excellence. She noted the Academic Leadership Academy for department heads, school directors and associate deans, which meets monthly to share important updates, support effective management and provide opportunities for professional development and peer connection. Gitelman noted the university has also launched a webpage offering connections to external professional coaches and programs for leadership success.

Gitelman touched on efforts to increase the number of highly prestigious awards received by faculty, one of the goals OSU will need to meet – along with improving student success numbers and increasing research expenditures – to receive an invitation to the Association of American Universities (AAU). She acknowledged the pressures these goals, which are central to the success of *Prosperity Widely Shared*, place on faculty and stressed the need for support.

In discussion, Trustee Palmer asked what the breakdown of faculty profiles might look like with Ecampus and research. Gitelman stressed the need for unit heads and deans to think carefully about the right mix of faculty to reach the university's goals and acknowledged it's a complicated issue.

Trustee Macpherson stressed the importance of OSU's membership in the AAU, and President Murthy noted that the university still needs to meet clear metrics to receive an invitation.

Committee Vice Chair Bulger shared enthusiasm for the university's efforts to support faculty and their families, and Committee Chair Manning asked how OSU solicited feedback from faculty regarding issues that are important to them. Horn commended Toni Doolen, dean of the Honors College, for her work on the Managerial Competencies Framework and for assembling a core group of people across the university who give good feedback.

Committee Chair Manning asked about the recruitment landscape. Horn said that, while it can vary depending on the position, OSU is generally seeing a large number of applicants for each vacancy and is actively seeking feedback from candidates to improve the recruitment process.

b. Extension and Engagement briefing

Interim Vice Provost for Extension and Engagement and Interim Director of OSU Extension Kris Elliott joined Associate Vice Provost for Engagement Marina Denny and Associate Vice Provost for Partnerships Jeff Sherman by Zoom to present this agenda item.

Elliott joined the meeting remotely from the National FFA Convention and pointed out OSU's prominence at the convention and at the national level. The presentation focused on progress in the following areas:

1. **Public Engagement Efforts:** Elliott stressed notable progress in this area and commended Denny's work with the Engagement Council, which brings university leadership together to focus on engagement work on campus and throughout the state. He stressed the positive outcome metrics associated with youth programs and described OSU's engagement with youth as second to none.
2. **Prosperity Widely Shared:** Denny provided an example of how Extension and Engagement works to exemplify the spirit and intention of PWS by using OSU's expertise to solve critical

problems. She shared details of OSU engineering students' collaboration with onion growers in the Treasure Valley to find a sustainable solution for disposing of plastic irrigation drip tape by converting the waste plastic into diesel-equivalent fuel.

3. **Access to Higher Education:** Sherman highlighted how Extension and Engagement works to support the university's ambitious goals for enrollment, retention and student success. He mentioned the Juntos program, which introduces students and their families to the possibilities of higher education by bringing them to campus and providing them with culturally relevant experiences. Sherman added that OSU welcomed 1,200 students on Juntos family day and emphasized the importance of engaging underserved, rural communities.

There was discussion on the following points:

- **4-H Program Structure:** Trustee Chambers noted the unique structure of the 4-H program at OSU, which is not housed within the College of Agriculture. She said the program was critically dependent on farm and agriculture families for fundraising and expressed the need to evaluate this structure to ensure it produces the desired outcomes.
- **Educational Campaigns:** Trustee Kitamura, who is in the onion business in Eastern Oregon, commended Extension and Engagement for doing a great job raising awareness and seeking solutions on the issue of drip tape for single season use, which he confirmed was a big problem in the industry.
- **Youth Programs and Retention:** Trustees (including Chair Hernández, Trustee Clark, Trustee Kitamura and Trustee Macpherson) shared positive personal experiences with 4-H programs for them and their children. Committee Chair Manning pointed out these stories of personal impact accompany the Extension and Engagement briefing every year and highlight the importance of youth programs in building pathways from early childhood to OSU.

c. Risk Management Report: Interpersonal Violence Education, Prevention and Response

Vice Provost for Student Affairs Dan Larson and Executive Director for Equal Opportunity and Access Becky Bangs gave an overview of efforts to establish a network of education, training and response resources to address interpersonal violence.

Larson highlighted three main objectives in their work: delivering effective prevention through policy education and training programs; providing support and resources for students and employees who survive interpersonal violence; and taking measures to prevent recurrence and remedy the impacts of such behavior. He explained that the approach involves a robust network of prevention, wellness and response services intentionally designed to leverage expertise across the institution.

Bangs provided an overview of the Office of Equal Opportunity and Access (EOA), which ensures compliance with various state and federal laws protecting students, employees and individuals engaging in OSU programs. She noted that EOA handles complaints of discrimination, harassment and retaliation and provides accommodations for disabilities, religious practices and pregnancy. Bangs added that the EOA also offers support, informal resolutions and formal investigations specific to sexual misconduct.

Larson and Bangs outlined the networked approach to supporting survivors of sexual misconduct, with multiple offices and units working together to ensure there is no "wrong door" for individuals seeking help. Larson also noted collaboration with external agencies like CARDVA (Center Against Rape and Domestic Violence) and the role of internal offices like Public Safety and Human Resources.

In the discussion that followed, Board Chair Hernández asked when law enforcement was involved. Bangs explained that law enforcement is involved in cases of immediate campus safety concerns or when individuals are under 18. If the individual is over 18, it is up to them to decide.

Trustee Chambers raised the issue of access to services when offices are closed at night. Bangs noted that several campus offices have hotlines that connect users with outside offices that provide after-hours services.

Committee Vice Chair Bulger asked about the specific needs of international students, and Bangs noted the close partnership with the Office of International Services.

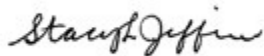
Board Vice Chair Chávez-Haroldson asked about data on complaints, and Bangs emphasized that an increase in those numbers doesn't necessarily indicate an increase in instances of violence and could represent fluctuations in reporting trends.

Trustee Palmer noted the difference between trauma-informed in-person training and online training, and Bangs pointed out that EOA prefers the in-person option and takes requests to provide it.

5. 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