



Meeting of the Academic Strategies Committee

May 16, 2024

8:00 – 9:30 am

Memorial Union Horizon Rm.

MINUTES

Committee members present: Stephanie Bulger (*vice chair, via Zoom*), Maria Chávez-Haroldson, Ed Feser (*ex-officio*), Greg Macpherson, Julie Manning (*chair*), Kirk Schueler (*ex-officio*), Inara Scott, Irem Tumer (*ex-officio*)

Other trustees present: Patty Bedient, Kassy Bonanno, Karla Chambers, Susan Clark, Román Hernández, Grant Kitamura, Elise McClure, Jayathi Murthy

University staff present: Jackie Bangs, Jacque Bruns, Alix Gitelman, Becca Gose, Mike Green, Jen Humphreys, Stacy Jeffries, Dan Larson, Prem Mathew, Rob Odom, Julee Otter, Scott Vignos

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

Committee Chair Julie Manning 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 comprehensive updates on a range of topics.

The provost outlined key actions related to implementation of the university's strategic plan, *Prosperity Widely Shared*. He reported that evaluation of fiscal year 2025 financial plans from colleges and divisions is underway to align expenditures with strategic plan goals, adding that the university is partnering with Huron to refine the budget and perform risk/opportunity modeling associated with implementation. He reported that four faculty-led task forces are seeking input from a wide range of OSU faculty to help guide strategic investments through 2030 in the four priority areas described in the plan.

Feser provided information on enrollment management, noting that summer credit hour registrations are now 4.7% ahead of last year's numbers. He said there was still considerable uncertainty as we track advanced tuition deposits for first-year students, though numbers are encouraging and the gap continues to close. He reported that Vice Provost for Enrollment Management Jon Boeckenstedt and other leaders would continue to track enrollments carefully.

Feser announced the development of a roadmap for research computing by 2030 at OSU, which will gather information from 14 peer institutions that have recently experienced substantial research growth and have research enterprises comparable in size to OSU.

The provost reported that task forces are working to make sure the university has a foundational structure that can support artificial intelligence, data science and research computing and is prepared for the arrival of the supercomputer.

He reported that the Office of Economic Development and Industry Relations (EDIR) led by Associate Vice President Rebecca Robinson is off to a strong start and will work with the Provost's Office, the Division of Research and Innovation and the OSU Foundation to expand the university's EDIR efforts.

Feser announced that the university had adopted recommendations from a Marine Operations Task Force to bring marine operations under the central leadership and management of the Division of Research and Innovation. He added that the centralization process would be led by Dr. Robert Cowen, associate vice president of Marine Research Operations.

The provost concluded his report with information on executive appointments:

- Interviews for five finalists for dean of the College of Liberal Arts;
- Searches launching soon for the dean of the College of Engineering and vice provost for Extension and Engagement; and
- Dr. Rick Settersten's continuing role as dean of the College of Health for the duration of a national search and until a new dean has started their appointment.

Following the provost's report, University Registrar Rebecca Mathern provided an overview of this year's graduating class, noting that numbers were preliminary and likely to increase by commencement. She reported increases in the number of graduates across nearly all colleges, with a slight dip in doctoral programs and a potential increase in master's degrees by commencement.

Mathern reported that 3,976 students were planning to attend this year's commencement, compared to 3,720 this time last year. She added that OSU would have representation from all 36 Oregon counties and every state except Rhode Island and that OSU-Cascades would honor its first graduates from the inaugural class of the Doctor of Physical Therapy program.

Mathern noted the significant proportion (71%) of undergraduates with more than 24 transfer credits who will graduate this year, highlighting the university's support of transfer students.

Vice Chair Hernández asked about the impact of tuition increases on in-state enrollment and whether the 2/3 in-state to 1/3 out-of-state enrollment ratio would change. Feser said the university was focused on admitting all qualified Oregonians and had moved away from the ratio guideline several years ago. He added that the marginal change in tuition was not seen as having an immediate market response.

Trustee Bedient inquired about the role of AI for both institutional utilization and curriculum. Feser gave examples of the work underway, including new certificates, policies for AI use in the classroom, new majors related to AI and data science and AI in administration and research.

Trustee Bulger asked about trends in Pell recipient numbers and the graduating class summary. Mathern indicated that Pell recipient numbers have been increasing over the last five years but said it was unclear if this was relative to the increase in class size. Feser noted the university's holistic approach to enrollment management, which considers mixes of out-of-state and in-state students along with revenue and financial aid implications to improve support for Pell-eligible students.

Chair Schueler asked a follow-up question about historical trend data and comparisons with other institutions in Oregon for transfer students. Mathern said that OSU is very transfer-friendly and likely second to Portland State in terms of transfer numbers.

3. Consent agenda

a. Minutes of the April 4, 2024 Academic Strategies Committee Meeting

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

4. Discussion items

a. Student Life and Success briefing

Vice Provost for Student Affairs Dan Larson and College of Business Associate Dean for Undergraduate Student Development Prem Mathew provided highlights on the topic of student life and success.

Mathew and Larson discussed components of student success and actions the university is taking, including launching a new campaign for timely undergraduate completion; increasing need-based scholarships; launching a new “signature” first-year onboarding experience; and continuing to strengthen partnerships with community colleges.

They emphasized the university’s commitment to the goal of every student graduating, with clear goals and targets for improving student success outcomes and fostering accountability and collaboration across the university.

Key components of the university’s approach to the big picture of student success include:

- OSU’s Housing and Dining Vision: An ambitious plan to transform housing and dining over the next decade by increasing on-campus housing capacity and developing community hubs to foster engagement and well-being, with the first phase of buildings expected to open in 2027.
- Reformed first-year advising: A new vision for academic advising aimed at enhancing student success and satisfaction, with implementation expected by spring 2025.
- Free speech and activism: Announcement of a steering committee to guide the campus community engagement in meaningful conversations that uphold free expression and academic freedom.
- Utilization of AI: Emphasis on the use of AI to improve services to students by reducing mundane tasks in areas like admissions, financial aid, academic support and advising and allowing staff to focus on more meaningful support.

Trustee Manning asked about key investments in student success initiatives (beyond financial aid) funded through the “Believe It” campaign. Larson highlighted the “Finish in Four” program, which aims to improve student success by matching scholarships with academic counseling and requiring student financial contributions and participation in bridge programs.

Trustee Chávez-Haroldson expressed interest in hearing from students about their experiences with the bridge programs. Larson agreed it would be an excellent opportunity for students to share more about their experiences with the board, possibly through a breakfast event.

Trustee Chávez-Haroldson also asked about including conflict resolution skill-building in staff and college leadership onboarding. Larson acknowledged the need to create spaces for dialogue and critical conversations for faculty and staff, as well as for students.

Trustee Macpherson asked about metrics for measuring progress toward graduation goals, with a focus on developing a new dashboard to track performance on various indicators of graduation rates. Larson noted the implementation of BeaverHub, which will provide additional information to indicate when students are veering off their academic program and could benefit from intervention. Gitelman noted challenges in monitoring graduation rates for the transfer population and recognized the importance of tracking that data in populations beyond the first-year freshman cohort.

Trustee Bulger commended OSU on everything the university does to prepare students for careers after college, adding that campus jobs provide professional development that put students on track to be well-prepared employees after graduation.

b. Student-Athlete briefing

Senior Associate Athletic Director and Chief Financial Officer Jacque Bruns provided some highlights on the success of OSU's student-athletes on behalf of Vice President and Director of Intercollegiate Athletics Scott Barnes.

Bruns stressed the academic success of OSU's student athletes, with over 97% in good academic standing; 212 on the Honor Roll; and a cumulative GPA higher than 3.0 for 15 out of 16 teams.

She also noted the university's competitive success: Since 2018, OSU is the only school in the nation that has had:

- A 10-win football season;
- Men's and women's basketball teams in the Elite 8;
- Baseball and softball in the college world series;
- Gymnastics competing at the national championship finals; and
- Men's soccer reaching the college cup.

Committee Chair Manning asked if all student-athletes were required to participate in Athletics' "Building Beavs" program. Bruns confirmed that there were mandatory activities for student-athletes to choose from each term, in addition to voluntary activities.

Chair Schueler asked if OSU and Washington State were aligning their schedules within the Pac-12. Bruns confirmed that the universities' schedules are mostly aligned, with some differences due to the unique sports each institution offers.

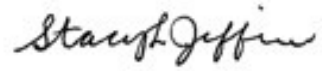
Trustee Bedient asked about the transfer portal and how student-athletes are supported through the process. Bruns noted the positives and negatives of transferring, especially concerning academic eligibility and credit transfer. She added that student-athletes who decide to enter the transfer portal undergo an exit interview with compliance staff to determine if the reason for their transfer is conference realignment or something else.

Trustee Chambers expressed interest in understanding the broader strategic vision for college athletics, especially considering recent changes and the role of college and university presidents in regaining control over the structure. Bruns indicated that discussions are ongoing, though not all are public, and that President Murthy has been a valuable partner during a time of great change.

5. Adjournment

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

Respectfully submitted,

A handwritten signature in cursive script that reads "Stacy Jeffries".

Stacy Jeffries
Executive Assistant, Office of the Board of Trustees