



**Oregon State  
University**

## **The Board of Trustees of Oregon State University**

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### **Meeting of the Academic Strategies Committee**

October 19, 2023

1:00 – 3:15 pm

Memorial Union, Horizon Room

Corvallis, OR

### **MINUTES**

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

Other trustees present: Patty Bedient, Kassy Bonanno, Grant Kitamura, Julie Manning, Elise McClure, Jayathi Murthy

University staff present: Becky Bangs, Jackie Bangs, Kevin Dougherty, Kris Elliott, Alix Gitelman, Becca Gose, Mike Green, Kelly Hower, Jen Humphreys, Stacy Jeffries, Dan Larson, Ivory Lyles, Deb Mott, Allison Myers, Paul Odenthal, Rob Odom, Shalece Rains, Rick Settersten, Patti Snopkowski

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

Committee Chair Maria Chávez-Haroldson called the meeting to order at 1:00 p.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

#### **2. Provost's report**

##### **a. Status Report: Academic programs in development or review; institutional accreditation; program accreditations**

Provost and Executive Vice President Ed Feser gave a comprehensive report on a range of topics.

He reported strong applications for fall 2024 enrollment for first-year undergraduates at the Corvallis and at OSU-Cascades, adding that reliable application numbers for Ecampus and graduate students would be available later in the academic year. He noted that current enrollment growth is coming from non-residents at this point, with resident applications stable since fall 2020.

The provost provided an overview of the Research Advancement Academy, which helps faculty pursue transdisciplinary projects by leveraging a \$2.25M gift from the Valley Foundation to provide seed funding for 10 fellows in biohealth sciences and institutional budget to support an additional nine fellows.

Feser announced that the first cohort of fellows is reporting early successes, including nine proposal submissions over \$1M; a \$10M collaborative international proposal; and 10 additional proposals over \$1M currently in the planning stages.

He gave an overview of four university-wide initiatives: The Jen-Hsun and Lori Huang Collaborative Innovation Complex, the Administrative Modernization Program (AMP); the Patricia Valian Reser Center for the Creative Arts (PRAx); and the work on a Housing Vision for the Corvallis campus.

He noted that groundbreaking for the Huang Collaborative Innovation Complex is slated for December, adding that the building will directly support work in three of the four key areas identified in the university's next strategic plan: robotics, clean energy and climate science.

Feser reported great strides in the implementation of the Administrative Modernization Program, with the AMP team reporting impressive engagement at a series of forums with the university community.

He announced the grand opening of PRAX will be held on April 6, 2024, with the season announcement and launch of the website and ticket sales the week of November 6, 2023.

Feser reported that the committee he charged in October 2022 with developing a Corvallis campus Housing Vision had completed its work and presented findings and recommendations in September 2023. He said he requested refined cost estimates and a recommended implementation plan and would bring additional information to the board in January 2024.

In closing, Feser gave an overview of where the university stands with its four bargaining units:

- The United Academics of Oregon State University (UAOSU, representing 2,800 academic faculty): The current contract expires June 30, 2024 and OSU anticipates receiving a demand to bargain in the coming months.
- The Coalition of Graduate Employees (CGE, representing 1,800 employees): The current contract expires June 30, 2024. OSU and CGE bargaining teams have met twice to agree upon ground rules as the parties anticipate entering bargaining a successor labor contract.
- The Service Employee International Union (SEIU, representing 1,500 classified staff): The current contract is in effect through June 30, 2026. Preliminary bargaining has begun with SEIU on a reopener.
- The Oregon State University Public Safety Association (OSUPSA, representing 30 public safety representatives): The university completed inaugural bargaining with the OSUPSA and has a fully executed collective bargaining agreement in place for sworn police officers, dispatchers and public safety officers located in Corvallis and at OSU-Cascades in Bend.

Trustee Bedient noted the increase in 2024 applications from non-residents and asked where those applications were coming from. Feser said that OSU was seeing strong growth in applications from Texas and Colorado, in addition to steady volume from Washington and California. He added that OSU is putting significant effort into recruiting and marketing beyond Oregon and would be able to identify which trends are the most stable in a few years.

Chair Schueler noted the board's historical aspiration for two-thirds resident students on the Corvallis campus and asked how that would be affected by the trend of flat resident enrollment. Feser said the university hadn't yet reached a point where qualified resident applicants to the Corvallis campus would be denied enrollment. His understanding was that the Corvallis campus remains above the two-thirds threshold for undergraduate enrollment overall but predicted that would change over the next few years based on the changing resident/non-resident composition of first-year classes. He said the shifting resident/non-resident balance would allow OSU to provide low income in-state students with greater tuition assistance and financial aid and noted the trade-off between maintaining aspirational enrollment ratios and achieving overall student success goals.

### **3. Consent agenda**

#### **a. Minutes of the June 1, 2023 Academic Strategies Committee Meeting**

A motion to approve the consent agenda was made by Trustee Scott and seconded by Committee Vice Chair Bulger. The consent agenda was approved by all committee members in attendance.

### **4. Action item**

#### **a. 2024 ASC Work Plan**

Committee Chair Maria Chávez-Haroldson, Board Secretary Jackie Bangs and Provost and Executive Vice President Ed Feser presented the committee's 2024 work plan.

Chávez-Haroldson reminded the committee that the self-assessment would be conducted after the October board meetings to capture feedback from new trustees. Bangs asked the provost to provide background on the briefings contained in the work plan.

Feser noted the challenge of identifying an appropriate scope for the committee, which is responsible for covering an enormous breadth of potential topics. He said the committee landed several years ago on a strategy of regular annual briefings in major domains instead of focusing on ad hoc topics or summaries from the principal academic/research administrative units. He added that the briefings include a broad perspective of the domain plus key threats, challenges, and opportunities.

Trustee Scott provided comments on the academic programs briefings, noting it was easy to focus on curriculum and the program itself instead of focusing on teaching. She stressed that building faculty excellence and emphasizing how faculty teach is an important aspect of the strategic plan.

Trustee Bulger voiced appreciation for the organization of the work plan, given the size of the university.

Secretary Bangs invited committee members to reach out to her and the ASC chair and vice chair if other topics come up, so they could be addressed by committee leadership. Committee Chair Chávez-Haroldson added that the plan could be adjusted moving forward to address emerging needs.

The committee chair sought a motion to approve the 2024 ASC Work Plan. A motion was made by Trustee Macpherson, seconded by Trustee Scott and approved by all committee members in attendance. The motion carried.

### **5. Discussion items**

#### **a. Faculty Affairs briefing**

Vice President for Faculty Affairs Rick Settersten provided the Faculty Affairs briefing.

He noted increased university-wide focus on faculty recruitment, onboarding, development, and retention efforts. He highlighted efforts to revise and update processes related to promotion and tenure, including guidelines to better recognize teaching, scholarship, and service related to innovation and entrepreneurship.

Settersten announced the launch of a New Academic Faculty Academy, a year-long orientation program for academic faculty aimed at expanding faculty and leader development.

Settersten reported that the Office of Faculty Affairs would be working with other senior leaders, including college deans, to implement a Provost's Faculty Excellence Hiring Initiative as part of implementing the university's next strategic plan. He added that hiring for the initiative would be on a scale new to the university, bringing operational challenges and a need for greater collaboration and alignment university-wide.

Trustee Macpherson noted that the new strategic plan the board would consider at its meeting on Friday nearly doubled research expenditures and asked if there was a game plan for how to achieve those numbers. Settersten suggested bringing Irem Tumer into the discussion and further noted that the hiring initiative mentioned in his briefing would help deepen expertise in big target areas noted in the strategic plan.

Vice President for Research Irem Tumer spoke about the need for the university to support faculty to go after large grants. Settersten added that the Research Advancement Academy was meant to support faculty who have been in their positions long enough to garner expertise and stature in their field and go for large-scale grants.

Vice Chair Manning asked about the possibility of retaining OSU graduate students in STEM fields or other fields of particular interest as OSU faculty. Settersten commended Manning's approach to cultivating the skills and expertise of a younger generation of scholars with an eye to how they might contribute to the university in the future. He said that philosophy is guiding the work being done for the future faculty pathway program.

#### **b. Extension and Engagement briefing**

Vice Provost for Extension and Engagement Ivory Lyles, Associate Dean for Extension and Engagement and Program Leader for Family and Community Health Allison Myers and Associate Vice Provost for Extension and Associate Director of the OSU Extension Service Kris Elliott provided a robust briefing encompassing all areas in the Extension and engagement domain.

Lyles reported that the OSU Extension Service continues to be a well-respected, trusted, and a sought-after partner throughout the state. He announced upcoming high-priority hires, including an extension urban forester and 4-H youth development professionals in all Oregon counties.

Lyles, Elliott and Myers reported that the Division of Extension and Engagement is prioritizing the expansion of existing effective community mental health promotion and substance use programming. Examples include Mental Health First Aid, evidence-based Community Conversations about Mental Health, and the recently launched AgriStress Helpline. Health is a critical issue for the entire state, whether urban or rural; the team will highlight health as they move forward. They added that efforts to improve health outcomes for Oregonians will continue.

Trustee Bulger sought perspective on Oregon's high prevalence of mental health issues and asked specifically about important trends Lyles and his team had seen since the pandemic. Myers reported that overdose and suicide rates were rising but cautioned that there is often a delay in getting those data.

Trustee Bulger also noted the impact of mental health on learning and asked a follow-up question about addressing that impact. Lyles noted that the Division of Extension and Engagement invested a portion of allocated state funding to support youth mental health and was looking forward to making those important hires.

In response to Bulger's question, Myers also spoke to how education was delivered, noting that educators for OSU Extension and engagement programs frequently come from the communities being served, which helps them understand participants' lived experience.

Elliott also noted a key challenge on the public education side, which is that school districts are seeing declining enrollment and fewer resources at the same time they're seeing increased need for counselors and other support services. He stressed the importance of youth programs that take place out of school and provide families and students with support that is often unavailable or insufficient in

the school setting. He highlighted work 4-H is doing and said programs like Kid Spirit, Outdoor School and Juntos fill a critical role.

Trustee Macpherson commented on the effective delivery of services and outreach to rural Oregonians who rely on the expertise of the local Extension agent. He said the funding increase approved by the state earlier this year was to the credit of Lyles' team. Lyles noted there was much progress to be made, mentioning 30 vacant positions he would like to fill.

Trustee Bonanno asked if the mental health services the Division of Extension and Engagement offers are available in every county in the state, and, if not, if there were plans for expansion. Myers said there were conversations with a group of clinicians to determine what might be doable. She added that there are presently virtual trainings on mental health and first aid available in every county, with some available in Spanish.

Trustee Kitamura commended the Division of Extension and Engagement for recognizing and addressing the need for mental health services, especially in rural areas where little care is available.

Committee Chair Chávez-Haroldson thanked Lyles and his team for the work they do, adding that she was personally aware of the impact of 4-H youth programs. She also commended their work on mental health, which she described as an urgent matter.

**c. Risk Management Report: Interpersonal violence education, prevention and response**

Vice Provost for Student Affairs Dan Larson, Executive Director for Equal Opportunity and Access Becky Bangs, and Executive Director for Student Health Services Kelly Hower delivered a risk management report on interpersonal violence education, prevention and response.

They reported continued progress on the university's efforts to prevent and respond to interpersonal violence through education and outreach, support for survivors and incident response.

Presenters cited statistics reflecting the extent of education for the OSU community, including a completion rate of over 90% for first-year students taking the online training module; a completion rate of over 92% for OSU faculty and staff assigned the relevant training modules; and a 100% completion rate for in-person training for athletics – including student-athletes, coaches and staff.

Trustee Manning asked how members of the campus community were finding the services they need, and where the information lived once the initial request for service or intake happened. She said she was thinking about a case management model with some kind of privacy protection.

Bangs said the answer depended on what a given individual wanted – some want confidential advocacy; some want the university to take action. She said the goal was to understand what the person wanted and get them connected to the right resource.

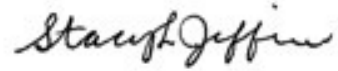
Regarding the case management piece of Manning's question, Larson highlighted the student care team based in the Office of the Dean of Students. He said the team included members from different offices across OSU who meet weekly to determine who is meeting with a particular student and discuss what resources that student needs.

Committee Chair Chávez-Haroldson reminded attendees that it was Domestic Violence Awareness Month and encouraged them to consider what that means for the larger OSU community.

## 9. Adjournment

With no further discussion or business before the committee, Chair Chávez-Haroldson adjourned the meeting.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Stacy Jeffries".

Stacy Jeffries  
Executive Assistant, Office of the Board of Trustees