



OSU Board of Trustees
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October 1, 2020

To: OSU Board of Trustees
From: Rani Borkar, Chair
Re: 2021 Committee Work Plan

Trustees,

At the October 16 meeting, we will be discussing our Board work plan for next year. This is part of our annual cycle of self-assessment and planning, which is essential to meeting our responsibilities as trustees, committees, and a Board. I thank you for your continued commitment to this governance best practice.

Board Self-Assessment Results

You will see in Attachment 1 the complete survey results for this year, a comparison with last year, and the average of the prior five-years. At this time, we have collected six years of data. It feels like yesterday that we started our annual survey.

As Vice Chair Schueler and I reviewed the data and your written comments, a few things stand out for us:

- It is gratifying to see the level of satisfaction you feel in serving on the Board, especially since the majority of our meetings have been held remotely this year. Maintaining this level of engagement speaks to your dedication as trustees, as I know remote meetings are no substitute for in person and we all miss the time spent with students, faculty, staff and administrators.

We agree with many of you that our transition to remote meetings went relatively smoothly. It is a source of pride to both of us that we have managed to take public comment during this time as a reflection to our commitment to hearing from our community. We are the only public university board in Oregon that has taken verbal comment at all remote Board meetings during the pandemic and not limited comments to written materials only.

- In your written comments, many of you emphasized the need to continue a high level of communication between the university and trustees especially during these challenging times. Some also noted that you would like greater lead time before major announcements. Under President Alexander's leadership, we have seen an even greater focus on keeping the Board well informed and avoiding surprises.

- The Board vice chair, committee leadership and I all take to heart your comments about looking for ways to actively engage trustees in discussion during the meetings. We have tried to shorten meetings in spring and summer due to the remote format, which made some of our work feel more rushed.

Past Year's Work and the Work Next Year

As you look at Attachment 2, you will see the impressive amount of work accomplished this year, especially as the university responded to the pandemic, considered changes to the public safety program, and other important emerging topics. As noted elsewhere, the remote nature of our meetings meant that our time with students, faculty, and staff did not occur. We look forward to returning to our practice of engaging members of the OSU community when our in-person meetings resume in the future.

You will find the proposed work plan for next year in Attachment 3. It is based on last year's plan and can be adjusted to accommodate emerging topics, as we have done in the past. You will note that each meeting will include an update on COVID-19 planning and response. The Executive & Audit Committee will continue regular briefings on the public safety program as we move into next year. Based on your survey feedback, we would like to tee up the Strategic Plan update in January as a broader discussion of the new "norm," what we are learning from this pandemic and the shift to remote learning, how it is affecting higher education broadly and our strategic plan, more specifically.

I look forward to discussing the proposed plan for next year with all of you.

In closing, I want to thank each of you for your dedication and service to the mission of Oregon State University and its students, faculty and other members of our community.

With gratitude,
Rani

**2020 Trustee Self-Assessment Survey:
 2020 Board Assessment Results**

The following table provides the average responses grouped by criteria with the rating scale ranging from 1-strongly disagree to 5-strongly agree. The survey is divided into four sections (i.e., Individual Trustee, Board, Committees, and Board operations) with questions within each category corresponding to specific assessment criteria (e.g., performance, engagement, culture, leadership, and support).

Criteria	Responsibilities/ Performance			Engagement			Culture/ Relationships			Leadership			Support		
	2019	2020	Prior 5 Yr Average	2019	2020	Prior 5 Yr Average	2019	2020	Prior 5 Yr Average	2019	2020	Prior 5 Yr Average	2019	2020	Prior 5 Yr Average
Individual Trustee	4.6	4.7	4.7	4.1	4.2	4.2	4.6	4.6	4.6	---	---	---	---	---	---
Board	4.4	4.5	4.3	4.4	4.4	4.4	4.5	4.5	4.4	4.8	4.8	4.7	4.3	4.3	4.2
Committees	4.5	4.8	4.3	4.6	4.7	4.6	4.7	4.8	4.8	4.7	4.7	4.7	4.3	4.4	4.3
ASC	4.3	4.6	4.0	4.8	5.0	4.6	4.8	4.8	4.8	4.6	4.7	4.5	4.0	4.4	4.1
EAC	4.8	5.0	4.6	4.6	4.8	4.7	4.8	5.0	4.8	4.8	4.8	4.7	4.6	4.6	4.5
FAC	4.3	4.7	4.4	4.3	4.4	4.5	4.4	4.6	4.7	4.6	4.6	4.6	4.4	4.3	4.5

October 14-16, 2020 Board of Trustees Meetings

Board Assessment Survey:
Response to each question in the “Trustee” section of the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

TRUSTEE:		Average Trustee Response		
		2019	2020	Prior 5 Yr Average
Criteria	Question			
Responsibilities/ Performance	I am able to devote the time and energy necessary to actively participate in board and committee meetings.	4.6	4.6	4.7
Responsibilities/ Performance	The amount of time expected of trustees to prepare and participate in board and committee meetings is reasonable.	4.7	4.8	4.7
Responsibilities/ Performance	The amount of time expected of trustees outside of board and committee meetings is reasonable.	4.6	4.6	4.6
Engagement	The board is effectively utilizing my skills and expertise.	4.1	4.2	4.2
Culture/ Relationships	I can speak candidly at board and committee meetings.	4.6	4.6	4.5
Culture/ Relationships	I can participate in committee meetings in which I am not a committee member.	--	--	--

Board Assessment Survey:
Response to each question in the “Board” section of the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

BOARD:		Average Trustee Response		
Criteria	Question	2019	2020	Prior 5 Yr Average
Responsibilities/ Performance	The board as a whole has a clear understanding of its role and responsibilities.	4.4	4.3	4.3
Responsibilities/ Performance	The board understands and respects the distinction between its responsibilities and those of management.	4.4	4.4	4.4
Culture/ Relationships	The board demonstrates its commitment to shared governance in the way it conducts its business and makes decisions.	4.5	4.5	4.5
Responsibilities/ Performance	The board has the right committee structure and makes good use of its committees.	4.4	4.4	4.4
Responsibilities/ Performance	The board...Provides insight and guidance to the university's strategic direction.	4.4	4.6	4.3
Responsibilities/ Performance	The board...Ensures the university's fiscal integrity by monitoring the university's financial policies and operating performance and by approving university biennial and annual budgets.	4.5	4.6	4.4
Responsibilities/ Performance	The board...Effectively monitors audit outcomes.	4.2	4.5	4.2
Responsibilities/ Performance	The board...Assesses the performance of the president on an annual basis.	4.6	4.7	4.6
Responsibilities/ Performance	The board...Effectively monitors the performance and quality of academic programs.	4.2	3.9	3.9
Responsibilities/ Performance	The board...Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making.	4.8	4.6	4.7
Engagement	Board members actively participate in discussions.	4.4	4.4	4.4

BOT Agenda Item 6d
Attachment 1

Criteria	Question	2019	2020	Prior 5 Yr Average
Culture/ Relationships	Board members listen to and value each other's comments.	4.8	4.7	4.8
Culture/ Relationships	The board has diversity of representation (e.g., gender, ethnicity, age, vocation, etc.).	4.2	4.3	4.1
Leadership	The leadership of the board is effective.	4.8	4.8	4.7
Support	Board meetings...Strike the right balance between long-range, strategic matters and routine matters of oversight.	4.1	4.2	4.0
Support	Board meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.5	4.5	4.5
Support	Board meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.6	4.4	4.5
Support	Board meetings...Cover the right combination of information- sharing, discussion, decision- making, and board education.	4.4	4.2	4.2
Support	Board meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.1	4.1	4.1

Board Assessment Survey:
Average response for all three committees to each question in the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

COMMITTEES (combined data)		Average Trustee Response		
		2019	2020	Prior 5 Yr Average
Criteria	Question			
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.5	4.8	4.4
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	4.4	4.8	4.2
Engagement	Committee members actively participate in discussions.	4.6	4.7	4.6
Culture/ Relationships	Committee members listen to and value each other's comments.	4.7	4.8	4.8
Leadership	The leadership of the committee is effective.	4.7	4.7	4.6
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.4	4.5	4.5
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.5	4.4	4.5
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	4.3	4.5	4.2
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.0	4.3	4.1

Board Assessment Survey:
Average response for “Board Operations” section of the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

BOARD OPERATIONS		Average Trustee Response		
Criteria	Question	2019	2020	Prior 5 Yr Average
Communication	Communication with the board is sufficient and timely concerning significant issues and potential problem areas.	4.2	4.5	4.4
Communication	Communication with the board is sufficient and timely concerning major trends and issues in public higher education.	4.1	4.4	4.1

Written Comments

- Trustees remarked on aspects of their service which they find satisfying such as:
 - Being a part of the mission of the university and the impact it has;
 - Engaging with the talented and diverse student leaders and faculty and having an opportunity to help enable the success of students; and
 - Being part of a group of trustees that works effectively together, focusing at a high level and with an eye toward the future.
- Trustees appreciated how quickly the Board and committees were able to shift to a remote format when the pandemic restricted in-person meetings but noted that this format is no substitute for in person meetings. They miss opportunities to engage with each other, students, faculty, and staff.
- Generally, trustees felt well informed, noting improvements in some areas but also reinforcing the desire to have more advanced notice of major announcements.
- Looking ahead and given the challenges of the past year, trustees had a number of ideas:
 - Being more engaged in what the "new normal" looks like especially as it relates to the financial picture and seeking to understand how it will affect our strategic plan more broadly;
 - Further diving into the future challenges of higher education and how OSU will be positioned to not only sustain its mission and work but accelerate its pursuit of excellence with a more diverse student body;
 - Exploring how the Board can support and help focus OSU on diversification of faculty and staff and how the university can better support a more diverse student body; and

- Identifying topics of national significance that affect OSU and engage trustees in those topics.



Board of Trustees Calendar Year 2020 Work Plan

Annotated to reflect work completed
(completed indicated with ✓, adjustments and additions shown in red)

Mission & Strategic Direction

- Strategic Plan 4.0 Implementation Update: Jan 24, 2020
- **October 2019 Retreat Follow Up/Strategic Plan 4.0 Cross Walk:** Jan 23, 2020
- **Efforts to Advance Support for Black Students, Staff, & Faculty:** Aug 14, 2020
- **COVID-19 Response:** Apr 3, 2020; May 29, 2020
- **COVID-19 Operational Plan:** Aug 14, 2020
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 16, 2020
- Board Retreat: Oct 15, 2020 **(proposed as ½-day remote work session)**

Board Accountability & Performance

- Election or Re-election of Board Officers: Jan 24, 2020
- **2021 and 2022 Board Calendars:** Apr 3, 2020
- **Conduct of Board Meetings Policy Amendments:** Jan 24, 2020
- Annual Governance Refresher: Oct 16, 2020
- Annual Review of Delegation of Authority: Oct 16, 2020
- Annual Board Assessment: Oct 16, 2020
- Annual Committee and Board Work Plans: Oct and Nov, 2020

Fiscal Integrity

- 10-Year Business Forecast: Jan 24, 2020
- FY2019 Annual Financial Statements: Jan 24, 2020
- FY2021 Tuition Rates, Mandatory Fees and Student Incidental Fees: Apr 3, 2020
- **Spring 2020 Incidental Fees:** Apr 3, 2020
- FY2021 Operating Budget: May 29, 2020
- 2021-23 Biennial Funding Request to HECC, Capital: Apr 3, 2020
- 2021-23 Biennial Funding Request to HECC, Operating: May 29, 2020
- **Credit Facility Resolution:** Apr 3, 2020
- **Collateralization of Public Funds for Change in Banking Services:** May 29, 2020
- Biennial Review of Investment Policy: Oct 16, 2020

Educational Quality

- Education and Research Quality Metrics
 - ASC: Educational Programs Metrics & Briefing: Apr 3, 2020 written report; June 5 panel discussion
 - ASC: Research Metrics & Briefing: Apr 3, 2020 written report; June 5 panel discussion
- New Academic Programs (delegated to ASC)
- House Bill 3375 Educator Equity Plan: Apr 3, 2020

Engaging University's Major Constituencies

- Each meeting, Faculty Senate, ASOSU, ASCC, HECC, OSU Foundation Standing Reports (number and timing of reports varied due to the transition to remote meetings)
- Each meeting, planned activities with students
- Each meeting, planned activities with faculty

Presidential Search, Assessment, & Compensation

- Awarded President Emeritus Title: May 29, 2020
- President's Residence Policy: May 29, 2020
- Presidential Appointment and Employment Agreement: Dec 13, 2019
- Presidential Transition Update: Jan 24, 2020; Apr 3, 2020; May 29, 2020; Aug 14, 2020
- Board Chair's Report: President's FY2021 Goals: Oct 16, 2020

Additional Discussion Items

- Food Insecurity Initiatives: Jan 24, 2020
- Legislative Update: Jan 24, 2020; Apr 3, 2020; May 29, 2020
- OSU Corvallis Vision: May 29, 2020; Apr 3, 2020

Possible Educational Opportunities/Themes for Board Activities

- Jan 2020: Workshop on Native American Student Success & Support
- Apr 2020: College Spotlight (college to be determined)
- May 2020: Student Success
- Oct 2020: To be determined based on retreat location and topics



Board of Trustees Calendar Year 2021 Work Plan

Mission & Strategic Direction

- Strategic Plan 4.0 Implementation Update: Jan 29, 2021
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 8, 2021
- Board Retreat: Oct 6, 2021
- COVID-19 Planning & Response: Each meeting as needed through June 30, 2021

Board Accountability & Performance

- Annual Governance Refresher: Oct 8, 2021
- Annual Review of Delegation of Authority: Oct 8, 2021
- Annual Board Assessment: Oct 8, 2021
- Annual Committee and Board Work Plans: Oct 8, 2021

Fiscal Integrity

- Ten-Year Business Forecast: Jan 29, 2021
- FY2019 Annual Financial Statements: Jan 29, 2021
- FY2021 Tuition Rates, Mandatory Fees and Student Incidental Fees: Apr 2, 2021
- FY2021 Operating Budget: May 21, 2021

Educational Quality

- Education and Research Quality Metrics
- ASC: Educational Programs Metrics & Briefing: Apr 1, 2021
- ASC: Research Metrics & Briefing: Jan 29, 2021
- New Academic Programs (delegated to ASC)

Engaging University's Major Constituencies

- Each meeting, Faculty Senate, ASOSU, ASCC, HECC, OSU Foundation Standing Reports
- Each meeting, planned activities with students
- Each meeting, planned activities with faculty

Presidential Search, Assessment, & Compensation

- Board Chair's Report: FY2021 Presidential Assessment: Oct 8, 2021
- Presidential Transition Update: Each meeting through June 30, 2021

Possible Educational Opportunities/Themes for Board Activities

- Jan 2021: Faculty and Students Engaged in Scholarship and Research focused on Climate Science
- Apr 2021: College Spotlight (college to be determined)
- May 2021: Student Success
- Oct 2021: To be determined based on retreat location and topics

October 14-16, 2020 Board of Trustees Meetings