



OSU Board of Trustees
Oregon State University
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September 24, 2021

To: OSU Board of Trustees

From: Rani Borkar, Chair

Re: 2022 Board Work Plan

Trustees,

At the October 8 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 and ensuring our effectiveness as a Board.

Self-Assessment Survey and One-on-One Meetings

We begin our reflection with our annual trustee self-assessment survey. You will see in Attachment 1 the complete survey results for this year, a comparison with last year and the average for the prior five-years, and a summary of written comments.

In addition to survey feedback, given the events of the past year, the assessment included one-on-one meetings with trustees to gather their thoughts on lessons learned and ways to strengthen the Board's communication and governance practices in the year ahead.

Based on both the survey and one-on-one meetings, two key areas emerged as themes:

Engagement and relationships with the university community:

- Many trustees expressed a desire to be back to in-person meetings, noting how much they have missed engaging directly and in person with diverse groups of students and faculty during the pandemic.
- In looking ahead, a number of trustees emphasized the need to focus on transparency and dialogue in supporting strong relationships among the Board, administration and the OSU community.
- Several trustees suggested that the Board Office explore new opportunities for trustees individually and the Board to engage with the university community, outside of the Board's regular meetings and events.
- Trustees also noted the need to support the role of the president in managing the day-to-day operations of the university and supporting Interim President Johnson in her efforts to maintain momentum within strategic and high priority areas.

Communications:

- A number of trustees noted the progress made in recent years on more timely and frequent communication with the Board on issues affecting the university.

- Some trustees noted a need for improved processes for communicating issues to the Board related to the president.
- Going forward, a number of trustees remarked on the need to better communicate the role of the Board and the role of the president and to proactively communicate decisions and issues before the Board to a broader audience and through a variety of mechanisms.
- A few trustees also noted the need to evaluate the processes and resources in place to help the Board and university respond during a crisis.

In response to this feedback, the Board Secretary will work with trustees, the president, senior leaders and key partners to strengthen relationships, especially with faculty, to enhance the Board's communications with internal and external constituencies. Some of this work is already underway in partnership with the Faculty Senate leadership, including monthly updates from the Board Office in the Faculty Senate newsletter and a new webpage on shared governance being developed collaboratively by Faculty Senate, the Provost's Office and the Board Office.

In the year ahead, the Vice Chair and I will look to the Executive & Audit Committee (EAC) to consider new processes and protocols to help support strong communication between the university and Board and escalation of issues to the Board in a timely manner. These efforts will be noted in the EAC's work plan for the coming year.

Work Completed in 2021 and Proposed in 2022

You will find a summary of the work completed in 2021 in Attachment 2 and proposed work for 2022 in Attachment 3.

A major focus for the coming year will be the presidential search and selection process. It will be critical that all trustees actively engage during key points of the process, regardless of whether they are members of the search committee. As we will discuss at the October 8 meeting, the next search will be critical to continuing the forward momentum of the university. We will rely on the retrospective completed on the last search to help guide us on what we want to be sure to continue in the next search and where we want to make adjustments based on what we have learned from feedback from the community and our own reflections.

In closing, the past year has certainly underscored the need for flexibility and adaptation, and we will continue to adjust our work plan as needed to accommodate emerging issues and needs. I look forward to reflecting further with you and discussing the proposed plan for next year at the coming Board meeting.

Lastly, I want to thank each of you for your dedication to the mission of Oregon State University and its students, faculty and other members of our community. I thank you for your service over the past year and through the difficult and complex issues facing the Board and university. Your steadfast commitment to asking the right questions and making decisions based on sound reasoning, strong ethics, and community feedback stood out this year.

With gratitude,
Rani

**2021 Trustee Self-Assessment Survey:
2021 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		
	2020	2021	Prior 5 Yr Average	2020	2021	Prior 5 Yr Average	2020	2021	Prior 5 Yr Average	2020	2021	Prior 5 Yr Average	2020	2021	Prior 5 Yr Average
Individual Trustee	4.7	4.5	4.7	4.2	4.0	4.2	4.6	4.5	4.6	---	---	---	---	---	---
Board	4.5	4.3	4.4	4.4	4.2	4.4	4.5	4.4	4.5	4.8	4.5	4.7	4.3	4.2	4.3
Committees	4.8	4.7	4.5	4.7	4.8	4.7	4.8	4.7	4.8	4.7	4.6	4.7	4.4	4.6	4.4
ASC	4.6	4.7	4.2	5.0	4.8	4.8	4.8	4.7	4.9	4.7	4.3	4.7	4.4	4.6	4.2
EAC	5.0	4.7	4.8	4.8	4.8	4.7	5.0	4.8	4.9	4.8	4.6	4.7	4.6	4.5	4.5
FAC	4.7	4.6	4.4	4.4	4.8	4.5	4.6	4.5	4.7	4.6	5.0	4.6	4.3	4.7	4.5

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		
		2020	2021	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	4.6
Responsibilities/ Performance	The amount of time expected of trustees to prepare and participate in board and committee meetings is reasonable.	4.8	4.6	4.7
Responsibilities/ Performance	The amount of time expected of trustees outside of board and committee meetings is reasonable.	4.6	4.2	4.7
Engagement	The board is effectively utilizing my skills and expertise.	4.2	4.0	4.2
Culture/ Relationships	I can speak candidly at board and committee meetings.	4.6	4.5	4.5
Satisfaction	Serving on this board is satisfying.	4.9	4.6	4.9

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:

Criteria	Question	Average Trustee Response		
		2020	2021	Prior 5 Yr Average
Responsibilities/ Performance	The board as a whole has a clear understanding of its role and responsibilities.	4.3	4.2	4.3
Responsibilities/ Performance	The board understands and respects the distinction between its responsibilities and those of management.	4.4	4.2	4.4
Culture/ Relationships	The board demonstrates its commitment to shared governance in the way it conducts its business and makes decisions.	4.5	4.2	4.5
Responsibilities/ Performance	The board has the right committee structure and makes good use of its committees.	4.4	4.5	4.5
Responsibilities/ Performance	The board...Provides insight and guidance to the university's strategic direction.	4.6	4.2	4.4
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.	4.6	4.5	4.5
Responsibilities/ Performance	The board...Effectively monitors audit outcomes.	4.5	4.5	4.3
Responsibilities/ Performance	The board...Assesses the performance of the president on an annual basis.	4.7	4.4	4.7
Responsibilities/ Performance	The board...Effectively monitors the performance and quality of academic programs.	3.9	3.6	4.0
Responsibilities/ Performance	The board...Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making.	4.6	4.5	4.8
Engagement	Board members actively participate in discussions.	4.4	4.2	4.4

Criteria	Question	2020	2021	Prior 5 Yr Average
Culture/ Relationships	Board members listen to and value each other's comments.	4.7	4.5	4.8
Culture/ Relationships	The board has diversity of representation (e.g., gender, ethnicity, age, vocation, etc.).	4.3	4.5	4.0
Leadership	The leadership of the board is effective.	4.8	4.5	4.7
Support	Board meetings...Strike the right balance between long-range, strategic matters and routine matters of oversight.	4.2	4.1	4.1
Support	Board meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.5	4.5	4.6
Support	Board meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.4	4.4	4.5
Support	Board meetings...Cover the right combination of information- sharing, discussion, decision-making, and board education.	4.2	4.1	4.3
Support	Board meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.1	4.0	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)

Criteria	Question	Average Trustee Response		
		2020	2021	Prior 5 Yr Average
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.8	4.5	4.6
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	4.8	4.8	4.4
Engagement	Committee members actively participate in discussions.	4.7	4.8	4.7
Culture/ Relationships	Committee members listen to and value each other's comments.	4.8	4.7	4.8
Leadership	The leadership of the committee is effective.	4.7	4.6	4.7
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.5	4.6	4.5
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.4	4.6	4.5
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	4.5	4.7	4.3
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	4.3	4.5	4.2

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		
		2020	2021	Prior 5 Yr Average
Criteria	Question			
Communication	Communication with the board is sufficient and timely concerning significant issues and potential problem areas.	4.5	4.0	4.5
Communication	Communication with the board is sufficient and timely concerning major trends and issues in public higher education.	4.4	4.0	4.3

Written Comments

Similar to past years, there is a common theme among trustees around what they find most satisfying in their role as a Board member – being a part of the mission of the university and the opportunity to help enable the success of students and the university.

Many trustees expressed a desire to be back to in-person meetings, noting how much they have missed engaging directly and in person with diverse groups of students and faculty during the pandemic.

In looking ahead, trustees noted the need to more effectively communicate the role of the Board and the university president and key decisions and other work before the Board.

Several trustees noted the need for more active and frequent communication with trustees regarding plans that affect the university, including the need for more timely communication with trustees regarding issues related to the president.

One trustee noted the continued need to evaluate the amount of time allotted for Board meetings and whether meetings should be longer or more frequent in order to allow more time for trustee discussion with presenters. The trustee noted that the upcoming transition in Board membership may make the need for more time even more pronounced.



Board of Trustees Calendar Year 2021 Work Plan

Annotated to reflect work completed or anticipated to be complete in 2021
(completed indicated with ✓, adjustments and additions shown in red)

Mission & Strategic Direction

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

Board Accountability & Performance

- Annual Governance Refresher: Oct 8, 2021; elements incorporated into AGB workshop at Oct 6 retreat ✓
- Annual Review of Delegation of Authority: May 20-21 meetings; scheduled at Oct 8, 2021 meeting ✓
- Annual Board Assessment: scheduled at Oct 8, 2021 meeting ✓
- Annual Committee and Board Work Plans: scheduled at Oct 7-8 meetings 2021 ✓
- **2023 and 2024 Board Calendars:** Aug 3, 2021 ✓
- **Recommendation of Potential Candidates for Anticipated Vacancies:** Aug 3, 2021 ✓

Fiscal Integrity

- Ten-Year Business Forecast: Jan 29, 2021 ✓
- FY2019 Annual Financial Statements: Jan 29, 2021 ✓
- FY2022 Tuition Rates, Mandatory Fees and Student Incidental Fees: Apr 2, 2021 ✓
- FY2022 Operating Budget: May 21, 2021; **Revised FY2022 scheduled for Oct 8 meeting** ✓

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 – **Revised to Interim President's FY2022 Goals** □
- Presidential Transition Update: Each meeting, as applicable ✓

BOT Agenda Item 8b - Attachment 2

- **Consideration of Presidential Performance and Acceptance of Resignation:** Mar 17, 2021; Mar 23, 2021
- **Interim Presidential Appointment and Employment Agreement:** Apr 2, 2021; Apr 16, 2021
- **2019 Presidential Search Retrospective Review:** Apr 2, 2021; May 21, 2021

Additional Discussion Items

- **Elliott State Forrest Briefing:** Jan 29, 2021
- **Impact Studio Current Initiatives:** Jan 29, 2021
- **Legislative Update:** Jan 29, 2021; Apr 2, 2021; May 21, 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: **Schedule for Oct 6-8 meetings include College of Forestry spotlight on faculty and students, breakfasts with student leaders and with the TRACE OSU core team**



Oregon State
University

Board of Trustees Calendar Year 2022 Work Plan

Mission & Strategic Direction

- Strategic Plan 4.0 Implementation Update: Jan 28, 2022
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 28, 2022
- Board Retreat: Oct 26, 2022

Board Accountability & Performance

- Annual Governance Refresher: Oct 28, 2022
- Annual Review of Delegation of Authority: Oct 28, 2022
- Annual Board Assessment: Oct 28, 2022
- Annual Committee and Board Work Plans: Oct 28, 2022

Fiscal Integrity

- Ten-Year Business Forecast: Jan 28, 2022
- FY2020 Annual Financial Statements: Jan 28, 2022
- FY2023 Tuition Rates, Mandatory Fees and Student Incidental Fees: Apr 7, 2022
- FY2023 Operating Budget: May 27, 2022
- OSU Foundation Report: Oct 28, 2022

Educational Quality

- Education and Research Quality Metrics
 - ASC: Educational Programs Metrics & Briefing: Apr 7, 2022
 - ASC: Research Metrics & Briefing: Jan 28, 2022
- 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
- OSU Foundation Annual Report: to be scheduled
- Regular communication of Board's governance role and its decisions

Presidential Search, Assessment, & Compensation

- Board Chair's Report: President's FY2023 Goals: Oct 28, 2022
- Presidential Search, Appointment and Employment Agreement: Updates at each regular meeting and actions as necessary to complete the selection process

Possible Educational Opportunities/Themes for Board Activities

- Jan 2022: To be determined
- Apr 2022: College Spotlight (college to be determined)
- May 2022: To be determined
- Oct 2022: To be determined based on retreat location and topics

October 6-8, 2021 Board of Trustees Meetings