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To: OSU Board of Trustees
Executive & Audit Committee

From: Rani Borkar, Chair

Subject: President's Goals for FY2021

Date: October 2, 2020

The Board of Trustees is charged with oversight of the president, including assessing his performance in order to inform and support his successful leadership. The process and criteria for assessing the president is set out in [Board policy](#).

Since this is President Alexander's first year, the initial focus is on developing his goals. His assessment next year will consider progress toward the goals we develop with him for this year. Over the summer I met with President Alexander to share how the Board conducts the annual presidential assessment process and to kick off his efforts to develop goals. As a follow up to that discussion, he shared with me a set of proposed goals, which he developed with input from several members of his team.

I shared the draft goals with members of the Board, asking trustees:

- Do the goals focus the president's energies on the most pressing needs of the university and the delivery of our mission?
- Do these first year's goals help to advance the university's five-year strategic plan?

A majority of trustees responded to my request and feedback was supportive of the proposed goals with a few suggestions noted below. Trustees felt that the goals would serve us well in the first year and represent our top priorities. Trustees appreciated that the goals were broad but concise.

Trustees noted that there is a lot of work embedded in the goals and that the strategies the president uses to implement the goals will be important. I noted in my discussion with President Alexander that we also need to be flexible this year, given the many uncertainties we face, and knowing that he will have to respond to developing conditions as we navigate the impacts of the pandemic.

One trustee suggested that standing up the new public safety structure should be a priority goal. In discussing this with the president, we agreed that this work is an absolute priority for the year. How we structure and advance our public safety programs are fundamental to achieving everything we do – in teaching, research and outreach. As well, we will not be able to progress on any of this year's goals without a safe environment for our students, faculty, staff and

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community members. Since this effort is imbedded within each of the president's proposed goals, we have not identified this as a separate, specific goal, especially considering the Board's ongoing oversight of these efforts.

Another trustee noted with regard to the first goal that the president should navigate the challenges related to the pandemic, but also focus on how the university may emerge even stronger based on the lessons we learn and the adaptations we make that can be leveraged for the future. As an example, the shift to remote learning could also open doors related to the goal of engaging Oregon PreK-20 partners and taking a leadership role supporting student achievement.

Another trustee noted that perhaps our language regarding "advancing diversity and inclusion" from the strategic plan does not go far enough in capturing the commitment stated elsewhere to address systemic racism. With input from Vice President and Chief Diversity Officer Charlene Alexander, the president is proposing language in Goal 2 to "advance antiracism." Trustees will learn more about the concept of antiracism at the October 15 work session.

Based on trustee feedback and my discussions with the president, he is proposing the following goals for FY2021:

1. Navigate the university through the COVID-19 pandemic, focusing on the safety of the OSU community and communities we serve, ability of the university to continue to achieve its mission, and the near and long-term financial sustainability of the university;
2. Continue to make progress toward the goals of SP4.0 with particular focus on maintaining progress toward student success, advancing antiracism, and supporting faculty scholarship and excellence in teaching, research and public service;
3. Cultivate relationships with state and local leaders, higher education and K-12 leaders, alumni and donors to advance the reputation of the university and build support for OSU as a leader in Oregon PreK-20 education policy, strategy and practice; and
4. Ensure that our fundraising efforts and quiet phase of the Capital Campaign maintain momentum.

Conclusion

In closing, the feedback from trustees indicates that President Alexander has identified a strong set of goals. I support his agenda for the upcoming year and recommend that the Board accept this report, thereby setting the president's goals for FY2021.