



## MINUTES

**Committee Members Present:** Mike Bailey, Rani Borkar (*ex officio*), Michele Longo Eder (*vice chair*), Ed Feser (*ex officio*), Paul Kelly (*chair, by phone*), Julie Manning, Preston Pulliams, and Cindy Sagers (*ex officio*)

**Other Trustees Present:** Mark Baldwin, Patty Bedient, Julia Brim-Edwards (*by phone*), Darry Callahan, Ed Ray, Kirk Schueler, and Mike Thorne

**University Staff Present:** Ron Adams, Jennifer Almquist, Randy Bell, Sherm Bloomer, Susan Capalbo, Steve Clark, Jim Coakley, Debbie Colbert, Julie Gess-Newsome (*by phone*), Becca Gose, Mike Green, Kim Kirkland, Dan Larson, Judy Liu, Rebecca Mathern, Lauren Skousen, and Patti Snopkowski

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

Committee Vice Chair Michele Longo Eder called the meeting to order at 10:15 a.m., asked the assistant board secretary to call the roll, and noted a quorum.

### 2. Provost's Report

#### a. Status Report: New and Existing Academic Program Reviews and Professional Accreditations in Progress

#### b. 2018 Graduating Class Summary Report

Provost and Executive Vice President Ed Feser began his report with an overview of personnel changes: Lois Brooks has accepted a position at University of Wisconsin–Madison and Jon Dolan will serve as interim chief information officer; Susana Rivera-Mills has accepted a position at Ball State University and a search will be conducted to fill a revised vice provost position focused on undergraduate education; Jennifer Brown has accepted a position at the University of California, Riverside and Steph Bernell will serve as interim vice provost and dean of the Graduate School; and Clay Simmons has accepted a position at the University of North Texas. Feser also provided an update on the searches underway for the position of vice provost for enrollment management and for the deans of the colleges of Agricultural Sciences and Pharmacy. He said that he would be presenting an update on the strategic planning process at the Board meeting, noting that the final plan is scheduled for presentation to the Board in October. Feser also summarized the outcomes of an Undergraduate Student Success Summit, which he said was intended to gather ideas and input to inform and direct the future work at the university in advancing student success. Several hundred students, staff, and faculty participated, and their contributions informed the work of the Student Success Initiative Steering

Committee. Eder asked about the evolving vision for the university's student success efforts, and Feser said it was exemplified by the decision to have an academic dean and the vice provost for student affairs co-lead the steering committee. This brings together student affairs professionals and faculty toward the shared goal of student success, recognizing that enhancing student support services and addressing curricular matters are both important. Lastly, Feser noted that the status report on new and existing academic program reviews and professional accreditations in progress was included in TAB G. Trustee Paul Kelly asked about the proposed Bachelor of Science in Outdoor Products at OSU-Cascades, and Feser said it would blend business and design courses and strengthen connections to the growing outdoor products industry in Bend.

Next, Associate Provost and University Registrar Rebecca Mathern provided highlights from the Registrar's annual report on the graduating class. Mathern reported that a record-breaking 7,128 graduates were expected to receive 7,435 degrees, including 5,988 baccalaureate degrees, 1,019 master's degrees, and 285 doctor of philosophy degrees. Graduating students represented 35 Oregon counties, 49 states, and 70 countries. Mathern also reported that the 2018 graduating class included 1,065 Ecampus graduates and 369 graduates at OSU-Cascades. In response to a question by Trustee Julie Manning, Mathern said that Commencement would be held in Bend on June 17, 2018, and that students at OSU-Cascades were also invited to attend Commencement in Corvallis on June 16, 2018. Eder noted that the average age for the graduating class was 25 and asked whether that indicated students were beginning college later or taking longer to complete a degree. Mathern clarified that both undergraduate and graduate students were included in the calculation of the average age. Trustee Mark Baldwin asked whether additional demographic information could be provided in the summary, particularly residency status and race and ethnicity. She said that she has not historically included race and ethnicity because that information is self-reported and not complete; however, she said she could include it in the future. President Ed Ray also expressed interest in the inclusion of data on Pell eligibility. Trustee Preston Pulliams remarked on the low number of undergraduate degrees awarded by the College of Education compared to other colleges, and Mathern noted that the option available to undergraduate students requires completion of two undergraduate degrees concurrently—one in a student's chosen field and one in education. She added that the majority of the enrollment in the college is in the graduate programs. Pulliams also asked about trends in the enrollment of international students. Feser said that international enrollment is starting to soften and is something to continue to monitor, but the changes have not been dramatic. Trustee Rani Borkar noted the slight decline in graduate degrees, and Mathern said graduate enrollments ebb and flow over time, particularly in relation to the economy.

### 3. Consent Agenda

- a. **Minutes of the April 5, 2018 Academic Strategies Committee Meeting**
- b. **Academic Program Termination: Professional Science Master (PSM) in Applied Biotechnology**
- c. **Academic Program Termination: PSM in Applied Systematics in Botany**

Eder introduced the three items on the consent agenda. Manning noted the

proposals to terminate the Professional Science Master's in Applied Biotechnology and in Applied Systematics in Botany, which were both programs that had been developed through support of the Sloan Foundation, and asked whether private foundations regularly provide such support for program development. Feser said it was not common for foundations to provide grants to universities to establish degree programs; however, Oregon State would consider such opportunities where it made sense for the university to do so. Ray added that when a grant is used to establish a program, the university must decide whether and how to sustain it. In response to a question by Trustee Rani Borkar, Ray added that, when presented with such funding opportunities, the university works with the Faculty Senate to consider how a proposal aligns with existing programs. Trustee Mike Bailey added that program development would be routed through the appropriate internal processes. Eder acknowledged the benefit to the university of remaining open to potential partnerships, particularly as a way to build institutional capacity and test new ideas. Following discussion, a motion was made and seconded to approve the items on the consent agenda. The motion carried.

#### 4. Action Item

##### a. **New Academic Program: Bachelor of Science in Architectural Engineering**

Eder asked Judy Liu, a professor in the School of Civil and Construction Engineering, to present this item. Liu said the proposed Bachelor of Science in Architectural Engineering will provide students with breadth and depth in the engineering sciences of buildings and their systems and will allow students to specialize in a chosen discipline. The program will also prepare students for professional licensure. She described the need for the program, noting both the projected job growth for architectural engineers and the documented support from industry leaders. She added that the program will attract a new and diverse student population, citing data that architectural engineering programs graduate more women on average than other engineering programs. Liu also described how the Architectural Engineering degree program will fit within the College of Engineering's current offerings by leveraging existing programs, resources, and faculty expertise within the School of Civil and Construction Engineering. She said the college plans to add two new faculty members who will bring expertise not currently represented. Liu also said the program will build on existing partnerships with Wood Science and Engineering in the College of Forestry and the Department of Architecture at the University of Oregon.

In response to questions by trustees, Liu said that the role of the architectural engineer is typically as one of the project engineers interacting with architects, contractors, and other engineers with the aim of adding value by bringing both broad knowledge and specific expertise. She said the program would seek accreditation following graduation of the first cohort. Following discussion, a motion was made and seconded to approve the establishment of a bachelor of science degree in Architectural Engineering, effective in Fall 2018, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

##### a. **New Academic Program: Master of Science in Business Administration**

Eder asked Jim Coakley, senior associate dean of analytics and operations in the College of Business, to present this item. Coakley said the proposed Master of

Science in Business (MSB) with specializations in Financial Planning and Supply Chain Analytics bundles courses within the existing Master of Business Administration (MBA) program into alternative degree programs that will enable the college to extend graduate education to additional students across locations and modalities. He added that the MSB offers a more specific focus of study than the MBA degree program, which equips students with general business fundamentals knowledge. Students in the proposed MSB will complete a subset of the MBA degree program as well as credits specific to the desired area of specialization. In response to a question by Eder, Coakley clarified that the college is also working to develop new graduate certificates that will use the same courses within the MBA and proposed MSB programs, which will come before the Academic Strategies Committee at a future date.

A motion was made and seconded to approve the establishment of a master of science in business, effective summer 2018, pending support of the Statewide Provosts Council and the Approval of the Higher Education Coordinating Commission. The motion carried. Following the motion, Trustee Paul Kelly remarked on the desire for specialization represented by the MSB and forthcoming graduate certificates and asked whether this was part of a broader trend in the needs and interests of students. Feser and Coakley noted that there is increasing interest from both undergraduate and graduate students to have the flexibility to access different types of program offerings to meet a range of educational outcomes with options to do so across multiple locations and modalities.

**b. New Academic Program: Bachelor of Science in Elementary Education**

Eder asked Julie Gess-Newsome, dean of academic affairs at OSU-Cascades, and Randy Bell, associate dean of academic affairs in the College of Education to present this item. Gess-Newsome said OSU-Cascades is proposing a Bachelor of Science in Elementary Education that will result in licensure from the Oregon Teacher Standards and Practices Commission. In response to a question by Pulliams, Gess-Newsome noted that the state had changed its licensure requirements, which made it possible to become a teacher by completing a bachelor's degree and an Oregon teacher certification program. Bell added that Oregon State University was a leader in the creation of this pathway to undergraduate teacher licensure, and the proposed degree program would be a continuation of that effort. Manning asked whether the creation of the undergraduate pathway negatively affected enrollment in master's degree programs, and Bell said graduate level programs remain in demand. Gess-Newsome said the proposed program builds on existing collaborations between the College of Education, Central Oregon Community College, and school districts in Central Oregon. The proposed program meets two needs: producing qualified teachers to meet an upcoming teacher shortage, and creating a mechanism to increase the diversity of the teacher workforce. Gess-Newsome said the program will develop elementary teachers with foundational backgrounds and will provide courses in high-need areas of specialization: English as a Second Language; Science, Technology, Engineering, and Mathematics; and Special Education. Following the presentation and discussion, a motion was made and seconded to establish a bachelor of science in

elementary education, effective fall 2020, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

## 5. Education/Discussion Items

### a. Financial Aid Trends and Long-term Strategies

Eder reminded trustees that the discussion was intended to build on the conversation held at their last committee meeting. She noted that there are a number of assumptions about financial aid in the Ten-Year Business Forecast, which prompted the committee's consideration of the topic. Eder then asked Feser and Director of Budget and Fiscal Planning Sherm Bloomer to present this item. Feser said the previous discussion included a review of the amount of financial aid awarded and the university's current distribution, and the focus would now be on principles and priorities for financial aid. Bloomer then introduced several questions to help guide the discussion covering topics such as the university's goal for financial aid, the distribution of aid between need-based awards and merit-based awards, and strategies and priorities for increasing the amount of financial aid.

During the discussion, trustees considered how to achieve both the mission to provide an affordable, quality education and the desire to attract high-achieving students. Ray noted that these aims are not mutually exclusive as some students qualify for both need- and merit-based awards. Trustees expressed an interest in learning more about the distribution of awards and in considering ways to expand the diversity of scholarships to meet a range of institutional goals and student needs. For example, Eder asked whether the incremental awarding of scholarships matched students' actual progression toward graduation, and Feser said that the university has the capacity to respond on an individual basis but could do more to strategically align the distribution of aid across different educational paths. Feser added that the university also has the opportunity to work on ways to help smooth transitions for transfer students, particularly because the number of transfer students is expected to increase.

Trustees also discussed different goals for financial aid, such as whether the level of aid should be set assuming that some level of debt is appropriate and whether students should be expected to fund a percentage of the costs of their education outside of aid. Decisions on these and other goals will be integral to the setting of priorities for financial aid. To inform the university's strategies and priorities, trustees noted the importance of continuing to refine the philosophy of enrollment, solidifying leadership of enrollment management, and using data about student success to inform decisions about the distribution of aid. Trustees also considered the role of fundraising and opportunities through the next campaign to increase the amount of funds available for financial aid. Manning added that, in a resource-constrained environment, it is important to balance investment in financial aid with continued investment in the structures that have been put in place to support students. The conversation concluded with consideration of next steps. Trustees identified the need for more information about different models for aid distribution and the implications for each, particularly as it relates to the Ten-Year Business Forecast.

**b. Sexual harassment and violence education, prevention and response, including risk management report**

Eder asked Ray, Executive Director for Equal Opportunity and Access Kim Kirkland, and Interim Vice Provost for Student Affairs Dan Larson to present this item. Ray began the presentation by saying that preventing and addressing sexual harassment and violence remain priorities for the university. He said the university continually evaluates what is working well and what needs to be improved and the review of the university's risk action plan is part of that ongoing effort. Kirkland and Larson described the nature of the risk, given both unique considerations at Oregon State and the national context. Larson noted the university's increased awareness and education efforts, which often leads to an increase in the number of reports as people learn about their rights and resources. Kirkland spoke about developments at the federal level, including the rescission by the U.S. Department of Education of guidance on how schools should address sexual harassment and violence under Title IX. Kirkland also spoke about the increasing complexity of cases, adding that the university is working to establish communication protocols and reporting for high-profile incidents and engaging outside investigators where needed. Next, Larson described the university's strategies to stop, prevent recurrence, and remedy the effects of sexual harassment and violence through a number of education and training initiatives for students. This includes Haven, an online interactive module completed by all incoming students, and Beavers Give a Dam, an in-person bystander awareness training. Kirkland added that an online module on sexual harassment and violence would be included in the next phase of critical employee trainings, and she said the Office of Equal Opportunity and Access will continue to provide in-person trainings. In response to a question by Trustee Rani Borkar, she confirmed that the online training for employees will be mandatory. Kirkland also noted that the office initiates more comprehensive work with units that show indications of a need for systemic improvements. Kirkland then reviewed the total number of reports received by the office during the previous year. In response to a question by Eder, Kirkland clarified that the decision about whether a complaint will be resolved through the office's informal or formal process takes into consideration a number of factors, including the severity of the alleged behavior. She said the office had revised its investigation and resolution process for matters involving students and was working on similar improvements to the process followed in matters involving employees. Lastly, Kirkland reminded trustees that General Counsel Becca Gose had reported at the April Executive & Audit Committee meeting that the university is conducting a holistic outside privileged review of the entire Title IX compliance program.

During the discussion, Eder asked for more information about guidance from the U.S. Department of Education. Kirkland described the guidance that was issued in 2011 and said that until new federal guidance is issued, the university will continue its existing practices, including use of the preponderance of the evidence standard. Gose added that the Department of Education plans to initiate a notice and comment rulemaking process, and Oregon State and other institutions of higher education will be engaged. She said it would be a major change nationwide if the evidentiary standard were altered by the Department of Education, as many institutions relied on the preponderance of the evidence standard prior to the 2011 guidance, and it is the standard used in other administrative hearings. There was also discussion of changes in how the Office of Civil Rights enforces Title IX. Citing national examples, Trustee Mike Bailey asked about the

university's efforts to create a culture of accountability and transparency in which concerns are reported and addressed in a timely manner. Kirkland noted the importance of continuing to provide training for responsible employees and to improve the investigation and reporting process. Larson added that practitioners at the university regularly engage at a national level to learn about and apply best practices. Gose said the outside audit is another way the university is working to ensure that policies and practices effectively support the university's legal obligations and broader commitment to create an equitable and inclusive campus free of all violence, harassment, and discrimination.

**6. Adjournment**

With no further business proposed, Vice Chair Eder adjourned the meeting at 1:50 p.m.

Respectfully submitted,

Jennifer M. Almquist  
Assistant Board Secretary