



Oregon State
University

The Board of Trustees of Oregon State University

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September 26, 2019

To: Board of Trustees

From: Rani Borkar, Chair

Subject: 2020 Board Work Plan and 2019 Self-Assessment Results

Each fall, the Board and its committees review our respective efforts over the past year, our governance responsibilities, and the feedback we receive in the Board self-assessment survey and set a path forward for the next year.

As we consider the Board's work plan for next year, I encourage you to review the following:

- The Board's responsibilities as provided in our bylaws (Attachment 1)
- The results from the 2019 Board Self-Assessment Survey (Attachment 2) and
- The work the Board completed/will complete in 2019 (Attachment 3).

As I study these and related materials from our committees, I am struck by what a significant year 2019 has been in terms of our governance responsibilities. We approved our first-ever strategic plan as a Board – SP 4.0 – including enhanced metrics for measuring the university's progress toward its goals. Working with university leadership, we also moved toward a more strategic approach to capital planning in the Ten-Year Capital Plan and a more effective means of overseeing individual capital projects through stage gating. As a Board, we also engaged the university leadership in a strategic discussion around the changing and emerging risks across the higher education landscape, and we continued to take an active role in managing enterprise risk.

Not surprisingly, we also focused a substantial amount of effort to the presidential search – appointing the search committee, gathering input from our community and partners across the state at the 11 listening sessions we hosted, and adopting a presidential leadership profile. We also recently convened the presidential transition committee. These efforts have been in addition to the regular demands on your time as trustees, and I thank each and every one of you who, without hesitation, has volunteered to lead or assist in this critical work.

Our success in these and other efforts is a reflection of your thoughtful engagement and the high caliber relationship we have with President Ray and the university administration. We have established a culture of working together as a Board and with the administration that will serve us well as we transition to the next president in July 2020.

I am also a believer in continuous improvement, so I am always interested in your survey feedback on how to better support you as trustees and the effectiveness of the Board. There were a few themes in the written comments this year, including:

- The need to continue to balance tactical and strategic conversations;
- The desire to carve out more time for future visioning and anticipating the changing higher education landscape; and
- A desire among some trustees to engage with state leaders around the value of higher education and need for access to affordable education.

Individual trustees noted the desire to keep learning more about OSU's history, students, faculty, staff, and academic programs and more broadly about higher education trends. While several of you complimented the university on its strong and timely communication of issues, a few trustees urged the university to provide more proactive and timely alert to trustees as issues arise.

I hope you will bring these and other suggestions to our discussion of the 2020 Board work plan (Attachment 4). I also welcome suggestions on topics we would like to add to next year's agenda and strategies we would like to use to ensure we have sufficient time for strategic engagement as a Board.

My thanks to each of you for your dedication to the university. Special thanks to our committee chairs and vice chairs for their leadership over the past year.

Bylaws of the Board of Trustees of Oregon State University

ARTICLE IV

Responsibilities of the Board

1. **Responsibilities of the Board.** The Board governs the University by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the Board by law, or that are implied by law or are incident to such powers, rights and duties. The Board's governance responsibilities include:
 - a. Determining the mission of the University and ensuring that the mission is kept current and aligned with the goals and mission of public higher education in Oregon.
 - b. Providing insight and guidance to the University's strategic direction.
 - c. Charging the President with the task of periodically leading a strategic planning process; participating in the strategic planning process; approving the strategic plan, and monitoring its effectiveness.
 - d. Hiring, supporting, and evaluating the President and prescribing the President's compensation.
 - e. Ensuring the University's fiscal integrity; overseeing the University's financial resources and other assets; reviewing and approving annual University budgets; and preserving and protecting the University's assets for posterity.
 - f. Ensuring and protecting, within the context of faculty shared governance, the educational quality of the University and its academic programs; and preserving and protecting the University's autonomy, academic freedom, and the public purposes of higher education.
 - g. Engaging regularly, in concert with senior administration, with the University's major constituencies.
 - h. Ensuring the currency of Board governance policies and practices.
 - i. Periodically assessing the performance of the Board and its committees, members, policies and practices.

2019 Board Assessment Results

The following table provides the average responses grouped by criteria (with 1 representing Strongly Disagree to 5 representing “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				
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
Individual Trustee	4.6	4.7	4.7	4.7	4.6	3.8	4.3	4.4	4.2	4.1	4.5	4.6	4.7	4.6	4.6
Board	4.0	4.3	4.5	4.5	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.5	4.4	4.5
Committees	4.0	4.4	4.5	4.3	4.5	4.4	4.8	4.5	4.7	4.6	4.5	4.9	5.0	4.9	4.7
ASC	3.5	3.7	4.4	4.1	4.3	4.3	5.0	4.5	4.6	4.8	4.3	5.0	5.0	5.0	4.8
EAC	4.2	4.8	4.8	4.5	4.8	4.8	4.8	4.5	4.8	4.6	4.4	4.6	5.0	5.0	4.8
FAC	4.4	4.6	4.3	4.4	4.3	4.3	4.6	4.5	4.6	4.0	4.6	4.9	5.0	4.6	4.4

TAB AG – Item carried over from October 18, 2019 Board meeting
Attachment 2

Criteria	Leadership					Support				
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
Board	4.6	4.8	4.8	4.6	4.8	3.9	4.3	4.4	4.2	4.3
Committees	4.4	4.8	4.7	4.9	4.7	4.0	4.5	4.5	4.3	4.3
ASC	3.8	4.7	4.5	4.8	4.6	3.5	4.3	4.5	4.0	4.0
EAC	4.8	4.6	4.8	4.6	4.8	4.6	4.4	4.6	4.6	4.6
FAC	4.4	4.7	4.8	4.4	4.6	4.3	4.6	4.5	4.5	4.4

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Attachment 2

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:

Criteria	Question	Average Trustee Response					Prior 4 Yr Average
		2015	2016	2017	2018	2019	
Responsibilities/ Performance	I am able to devote the time and energy necessary to actively participate in board and committee meetings.	4.7	4.7	4.7	4.7	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	4.7	4.5	4.8	4.7	4.7
Responsibilities/ Performance	The amount of time expected of trustees outside of board and committee meetings is reasonable.	4.4	4.8	4.7	4.6	4.6	4.6
Engagement	The board is effectively utilizing my skills and expertise.	3.8	4.3	4.4	4.2	4.1	4.2
Culture/ Relationships	I can speak candidly at board and committee meetings.	4.5	4.4	4.5	4.6	4.6	4.5
Culture/ Relationships	I can participate in committee meetings in which I am not a committee member.	4.6	4.8	4.9	--	--	--

TAB AG – Item carried over from October 18, 2019 Board meeting
Attachment 2

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					Prior 4 Yr Average
Criteria	Question	2015	2016	2017	2018	2019	
Responsibilities/ Performance	The board as a whole has a clear understanding of its role and responsibilities.	4.0	4.0	4.4	4.6	4.4	4.2
Responsibilities/ Performance	The board understands and respects the distinction between its responsibilities and those of management.	4.4	4.2	4.3	4.6	4.4	4.4
Culture/ Relationships	The board demonstrates its commitment to shared governance in the way it conducts its business and makes decisions.	4.2	4.6	4.5	4.6	4.5	4.5
Responsibilities/ Performance	The board has the right committee structure and makes good use of its committees.	4.1	4.5	4.6	4.6	4.4	4.5
Responsibilities/ Performance	The board...Provides insight and guidance to the university's strategic direction.	3.8	4.1	4.5	4.4	4.4	4.2
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.	4.2	4.4	4.7	4.4	4.5	4.4
Responsibilities/ Performance	The board...Effectively monitors audit outcomes.	3.9	4.3	4.5	4.1	4.2	4.2
Responsibilities/ Performance	The board...Assesses the performance of the president on an annual basis.	4.4	4.8	4.5	4.8	4.6	4.6
Responsibilities/ Performance	The board...Effectively monitors the performance and quality of academic programs.	3.2	4.0	4.1	4.0	4.2	3.8
Responsibilities/ Performance	The board...Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making.	4.5	4.7	4.9	4.8	4.8	4.7
Engagement	Board members actively participate in discussions.	4.4	4.4	4.4	4.4	4.4	4.4

January 23-24, 2020 Board of Trustees Meetings

TAB AG – Item carried over from October 18, 2019 Board meeting
Attachment 2

Criteria	Question	2015	2016	2017	2018	2019	Prior 4 Yr Average
Culture/ Relationships	Board members listen to and value each other's comments.	4.6	4.8	5.0	4.8	4.8	4.8
Culture/ Relationships	The board has diversity of representation (e.g., gender, ethnicity, age, vocation, etc.).	4.4	3.9	3.9	3.8	4.2	4.0
Leadership	The leadership of the board is effective.	4.6	4.8	4.8	4.6	4.8	4.7
Support	Board meetings...Strike the right balance between long-range, strategic matters and routine matters of oversight.	3.7	4.1	4.3	4.0	4.1	4.0
Support	Board meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.0	4.4	4.9	4.6	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.	4.2	4.5	4.5	4.5	4.6	4.4
Support	Board meetings...Cover the right combination of information-sharing, discussion, decision-making, and board education.	3.8	4.3	4.5	4.0	4.4	4.1
Support	Board meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	3.8	4.3	4.2	3.9	4.1	4.0

TAB AG – Item carried over from October 18, 2019 Board meeting
Attachment 2

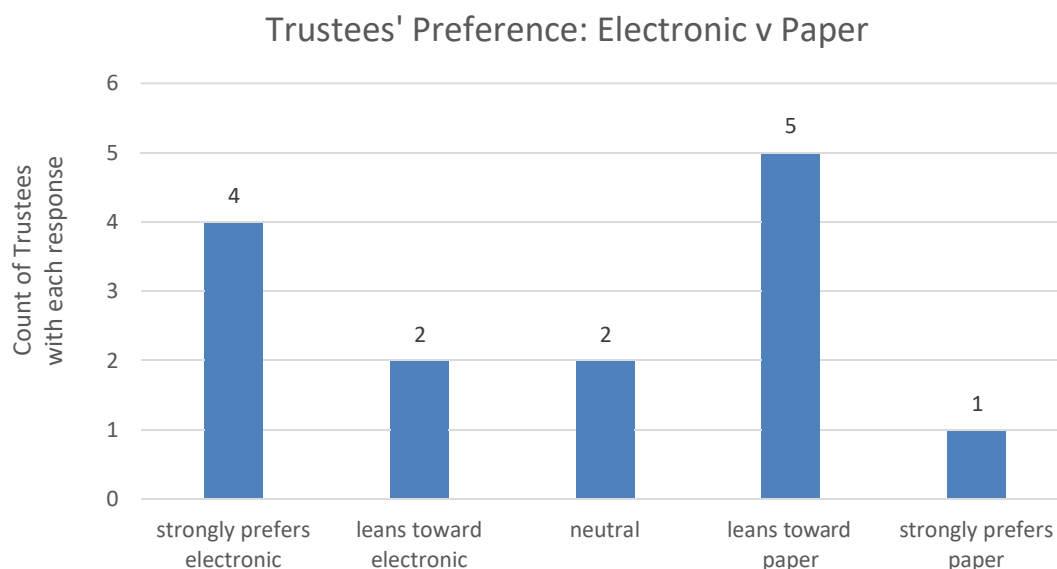
Board Assessment Survey:
Average response for all three committees to each question in the survey
(rating scale ranged from 1-strongly disagree to 5-strongly agree)

COMMITTEES (combined data)		Average Trustee Response					Prior 4 Yr Average
Criteria	Question	2015	2016	2017	2018	2019	
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	4.0	4.4	4.6	4.5	4.5	4.4
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	3.9	4.4	4.3	4.2	4.4	4.2
Engagement	Committee members actively participate in discussions.	4.5	4.8	4.5	4.7	4.6	4.6
Culture/ Relationships	Committee members listen to and value each other's comments.	4.4	4.8	5.0	4.9	4.7	4.8
Leadership	The leadership of the committee is effective.	4.3	4.7	4.7	4.6	4.7	4.6
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	4.1	4.4	4.6	4.7	4.4	4.5
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	4.2	4.4	4.8	4.5	4.5	4.5
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	3.7	4.2	4.5	4.3	4.3	4.2
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	3.8	4.5	4.2	3.9	4.0	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)

Criteria	Question	Average Trustee Response					Prior 4 Yr Average
		2015	2016	2017	2018	2019	
Communication	Communication with the board is sufficient and timely concerning significant issues and potential problem areas.	4.2	4.4	4.6	4.6	4.2	4.5
Communication	Communication with the board is sufficient and timely concerning major trends and issues in public higher education.	3.8	4.2	4.3	4.3	4.1	4.2

This year’s survey included questions related to the use of the portal for delivery of Board meeting materials. Responses affirmed that trustees are using the portal to access materials (average response 4.4) and that trustees feel they have the necessary training for viewing documents in the portal (average response 4.4). There was about an even split in terms of trustee preference for paper vs. electronic materials as shown in the following figure.





Board of Trustees Calendar Year 2019 Work Plan

Annotated to reflect work completed or
Scheduled to be completed at October 2018 Meeting (indicated with ✓),
Adjustments and additions (all shown in red)

Mission & Strategic Direction

- Advancing Equity, Inclusion, and Social Justice: Update on Goals & University Climate: Jan 18, 2019 ☐
- **Strategic Plan 4.0 Metrics: Jan 18, 2019** ☒
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 18, 2019 ☒
- Board Retreat: Oct 16, 2019 ☒
- OSU Foundation Fundraising Goals: ~~Oct 18, 2019~~ **Jan 18, 2019** ☒
- **Panel Discussion: Risks in Today's Higher Education Landscape: January 18, 2019** ☒
- **OSU 150 Update: Jan 18, 2019** ☒
- **Legislative Update: May 31, 2019** ☒

Board Accountability & Performance

- Annual Governance Refresher: Oct 18, 2019 ☒
- Annual Review of Delegation of Authority: Oct 18, 2019 ☒
- Annual Board Assessment: Oct 18, 2019 ☒
- Annual Committee and Board Work Plans: Oct 18, 2019 ☒
- **Governance Documents Administrative Amendments: Jan 18, 2019** ☒
- **Board Officers Policy Amendments: Apr 4, 2019** ☒
- **Board Policy Review: Oct 18, 2019** ☒
- **Resolution Regarding Classified Information: Oct 18, 2019** ☒

Fiscal Integrity

- FY2018 Annual Financial Statements: Jan 18, 2019 ☒
- FY2020 Tuition Rates, Mandatory Fees and Student Incidental Fees: Apr 5, 2019 ☒
- FY2020 Operating Budget: May 31, 2019 ☒
- **Ten-Year Capital Forecast: Jan 18, 2019** ☒
- **Investment Policy Amendment: Jan 18 2019** ☒
- **Public University Fund Investment Policy Amendments: Oct 18, 2019** ☒

Educational Quality

- Review of Education and Research Quality Metrics (in conjunction with ASC):
Oct 18, 2019
 - **ASC: Educational Programs Metrics & Briefing: Apr 4, 2019** ☒
 - **ASC: Research Metrics & Briefing: Jan 17, 2019** ☒
 - **ASC: Institutional Accreditation: Jan 17, 2019** ☒

TAB AG – Item carried over from October 18, 2019 Board meeting
Attachment 3

- 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 Alumni Association Report: ~~Oct 18, 2019~~ January 18, 2019 ☑

Presidential Search, Assessment, & Compensation

- Presidential Compensation Adjustment: Jan 18, 2019 ☑
- Board Chair's Report: FY2019 Presidential Assessment: Oct 18, 2019 ☑
- Presidential Search Process: Apr 5, 2019 ☑
- Presidential Leadership Profile: May 31, 2019 ☑

Educational Opportunities/Themes for Board Activities

- Jan 2018: Student-Trustee Shared Learning Experience at the Human Services Resource Center (HSRC) ☑
- Apr 2018: College Spotlight (College of Liberal Arts) ☑
- May 2018: ~~Student Success Research~~ (OSU's Advanced Technology and Manufacturing Institute, Research Office Hosted Event) ☑
- Oct 2018: College Spotlight (Carlson College of Veterinary Medicine) ☑



Board of Trustees **Calendar Year 2020 Work Plan** **DRAFT**

Mission & Strategic Direction

- Strategic Plan 4.0 Implementation Update: Jan 24, 2020 ☐
- Advancing, Equity, Inclusion, and Social Justice: Annual Report: Oct 16, 2020 ☐
- Board Retreat: Oct 14, 2020 ☐

Board Accountability & Performance

- 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 15-16, 2020 ☐
- Election or Re-election of Board Officers: Jan 24, 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 ☐
- FY2021 Operating Budget: May 28, 2020 ☐
- 2021-23 Biennial Funding Request to HECC, Operating and Capital: Apr 3, 2020 ☐
- Biennial Review of Investment Policy: Oct 16, 2020 ☐

Educational Quality

- Education and Research Quality Metrics
 - ASC: Educational Programs Metrics & Briefing: Apr 2, 2020 ☐
 - ASC: Research Metrics & Briefing: Jan 23, 2020 ☐
- 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 ☐
- Each meeting, planned activities with students ☐
- Each meeting, planned activities with faculty ☐

Presidential Search, Assessment, & Compensation

- Presidential Appointment and Employment Agreement: To be determined ☐
- Presidential Transition Update: Each meeting ☐
- Board Officers' Report: President's FY2021 Goals: Oct 16, 2020 ☐

January 23-24, 2020 Board of Trustees Meetings

Possible Educational Opportunities/Themes for Board Activities

- Jan 2020: Student-Trustee Round Table Discussion ☐
- Apr 2020: College Spotlight (college to be determined) ☐
- May 2020: Student Success ☐
- Oct 2020: To be determined based on retreat location and topics ☐