



MINUTES

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

Other Trustees Present: Mark Baldwin, Patti Bedient, Julia Brim-Edwards, Darry Callahan, Angelo Mandujano-Guevara, Ed Ray, Kirk Schueler, and Mike Thorne

University Staff Present: Jennifer Almquist, JoAnne Bunnage, Steve Clark, Susan Capalbo, Debbie Colbert, Natalie Dollar (*by phone*), Kiel Fletcher (*by phone*), Lee Ann Garrison, Julie Gess-Newsome (*by phone*), Becca Gose, Mike Green, Becky Johnson, Christine Pollard (*by phone*), Scott Reed, Lauren Skousen, Patti Snopkowski, and Sheryl Thorburn

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

Committee Chair Paul Kelly called the meeting to order at 1:26 p.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. Critical Employee Training, including risk report

Provost and Executive Vice President Ed Feser began by stating that a summary of existing academic program reviews was included in TAB O. He said the university is current on all of its reviews. Feser noted a change to the docket, with the new degree program proposed in a Doctor of Physical Therapy having been approved recently by the Faculty Senate and advanced to the Board of Trustees for action later in the meeting. Vice Chair Michele Longo Eder asked about the status of the proposed Bachelor of Science in nursing (BSN) program currently before the Statewide Provosts Council. Feser said there has been continued conversation with Oregon Health and Science University (OHSU), noting that, if the provosts are not unanimous on a program before submitting it to the Higher Education Coordinating Commission (HECC), when it goes to the HECC it is not included as part of the consent agenda. He said the provosts have sought to avoid that scenario. OHSU has expressed objections to the proposal, and Feser said conversations are ongoing to try to address concerns and identify opportunities for collaboration. If the BSN is not able to move forward as a unanimously endorsed program, Oregon State University could decide to move forward without consensus. In response to a question by Trustee Mike Bailey, Feser said OHSU's concerns relate to the availability of resources in the state to support another nursing program without eroding the support currently available to existing programs. Feser added that the provosts have also been in discussion about the process and plan to recommend that the HECC accept

a majority decision rather than require unanimous endorsement. Eder asked what communications had occurred with OHSU prior to advancing the program through the proposal process. Feser said the current process typically engages reviewers at the program level, and additional concerns may be raised when a proposal advances to provosts. Trustee Julie Manning noted that a particular concern by OHSU might be related to an interest in preserving demand for their distance degree program, with which an on-campus program at OSU-Cascades might compete.

Feser also provided an update on Critical Employee Training, referencing the report in TAB P. The first set of critical trainings introduced to employees in April 2018 included modules on ethics, mandatory reporting of child abuse, protected leaves, and information security. He reported that the current completion rate across the initial set of four modules stands at approximately 63%. Kelly asked about progress toward the goal of 80% completion. Feser said the initial release of the modules allowed for voluntary completion, and further efforts were set to enforce completion. He added that, with these measures in place, staff were confident that the goal for completion would be realized. Feser said that additional modules would be added later in the academic year. Additionally, all training modules will be released to undergraduate student employees and graduate assistants by the end of spring 2019.

Feser provided an update on senior leadership positions, noting that five new leaders had started since October. He said three finalists were identified for the vice provost of enrollment management position, and one returned for a second visit. If an offer is not extended, the search will continue. Feser added that good enrollment management leaders are in high demand, which creates a competitive market. On the topic of negotiating the first collective bargaining agreement with the faculty union, Feser said the first step would be for the parties to meet to establish ground rules, which would then make it possible to enter negotiations. He said that the parties involved have recognized that negotiations are likely to extend beyond the minimum 150 days required by state law. Feser added that a new assistant provost for academic employee and labor relations was recently hired. Feser spoke about enrollment management, noting that the university was focused on both short-term strategies to effect fall term enrollment and long-term strategies. Short-term adjustments include working with a consultant to determine how best to target scholarship funds and investing additional money in digital advertising. The university also now accepts applications via Common Application, which is likely to increase the number of applications to the university; however, efforts will be needed to yield additional applications. Feser reported that the university is developing a pilot program to leverage text messages and chatbot technology to assist admitted students. He provided an update on the recent fire in Burt Hall, noting that over 40 individuals and 10 research labs had been affected by the loss of space. While the fire was contained and extinguished quickly, there have been lingering effects resulting from smoke and water damage. Additionally, without adequate surge space, it has been difficult to relocate labs. Next, Feser discussed the impact of the partial federal government shutdown and the strategies the university was engaging in or considering in response. He reported that the university had achieved its strategic plan target of 67% for the six-year graduation rate for first-time, full-time degree-seeking students and was now focused on exceeding that rate. Feser shared that Ecampus was recently ranked #3 in the nation and was ranked top 10 in the nation for the fifth straight year by U.S. News & World Report.

3. Consent Agenda

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a. **Minutes of the October 25, 2018 Academic Strategies Committee Meeting**

On a motion made and seconded, the committee approved the minutes of the October 25, 2018, meeting.

4. **Action Items**

a. **New Academic Program: BA/BS in Arts, Media, and Technology**

Kelly asked Program Lead and Associate Professor of Speech Communication Natalie Doller, Program Lead and Instructor of Art Kiel Fletcher, Director of the School of Arts and Communication Lee Ann Garrison, Dean of Academic Affairs Julie Gess-Newsome, and Vice President for OSU-Cascades Becky Johnson to present this item. Garrison introduced the proposed BA/BS in Arts, Media, and Technology at OSU-Cascades, which prepares individuals for careers as creative professionals. She said the program's broad multidisciplinary curriculum integrates critical, theoretical, and historical understandings of the arts and media with the technological skills required for the contemporary visual arts and design fields. Fletcher added that the Art, Media, and Technology program would meet a regional need and would provide opportunities for students to engage with the Central Oregon business community. In response to a question by Trustee Preston Pulliams, Garrison said the program at OSU-Cascades would integrate well with offerings at Central Oregon Community College. Pulliams also asked about the preparation of individuals as entrepreneurs, and Garrison said the program would prepare individuals for a range of professional applications across industries. Trustee Rani Borkar expressed her excitement for the program and acknowledged staff for their responsiveness to student, community, and industry needs. In response to a question by Manning about the similarities and differences between programs offered in Corvallis, Garrison said the program proposed at OSU-Cascades had some similarities to the graphic design and art degrees, but it placed a greater emphasis on visual communication. Kelly asked about potential job placements, and Fletcher said the occupational outlook projected approximately 300,000 job openings over the next decade in fields served by this degree. Following discussion, a motion was made and seconded to approve the establishment of an instructional program leading to a BA/BS in Arts, Media, and Technology, effective in fall 2019, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

b. **New Academic Program: Doctor of Physical Therapy**

Kelly asked Gess-Newsome, Associate Professor of Kinesiology Christine Pollard, and Associate Dean for Academic and Faculty Affairs Sheryl Thorburn to present this item. Pollard introduced the proposal to create a Doctor of Physical Therapy (DPT) degree to be delivered at OSU-Cascades, which she said would be the first DPT at a public university in the state of Oregon. She said the DPT program would help meet the growing demand for physical therapists in Oregon and across the United States, particularly in rural counties, including those in Central and Eastern Oregon, which have a high population-to-provider ratio. Thorburn added that the DPT program would support the College of Public Health and Human Sciences' strategic goals and had received support from faculty in the college. Kelly asked about the projected increased demand for physical therapists, and Pollard said it was due both to anticipated replacement openings and an expected need for physical therapists in support of an aging population. Kelly also asked about the program financials, and Pollard said an initial investment would be required to establish the degree program in accordance with accreditation standards. She added that, once the initial program infrastructure was in place, the program would quickly move to be self-sustaining. Johnson added that staff are pursuing gift funds to cover a portion of the

anticipated upfront costs. Eder asked when students would be admitted, and Pollard said she anticipated immediate interest based on the number of applications versus slots available in the two existing programs. The DPT program at OSU-Cascades would likely enroll up to 42 students in its first cohort in fall term 2021. The anticipated cohort size is based on aggregate data provided by the accrediting body and the anticipated availability of clinical placements. Eder also asked about the cost of the proposed DPT at OSU-Cascades compared to the degree programs at private institutions. Pollard said a portion of the difference was due to faculty salaries at public versus private institutions and OSU's land grant mission to providing access to quality programs at an affordable price. Pulliams asked about the shift in the field toward requirement of the doctorate, which Pollard noted has been an evolution over time. She added that the additional education requirements equip physical therapists to make diagnoses that are more robust and make it possible for patients to access physical therapists directly without seeking referral from a primary care physician. Feser concluded by noting that Oregon Institute of Technology is working in partnership with OHSU to develop a DPT program; however, he said he does not anticipate concerns and he will continue to work with his colleagues on the Statewide Provosts Council. Following discussion, a motion was made and seconded to approve the establishment of an instructional program leading to a Doctor of Physical Therapy effective in fall 2021, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

5. Discussion Items

a. Research Briefing

Kelly introduced this item by reminding trustees that the Committee's work plan for the year reflected a new approach to briefings in the areas of oversight outlined in the charter. He then invited Irem Tumer, interim vice provost for research, to discuss the university's progress in reaching its research goals. Tumer began by introducing herself, sharing her vision for the Research Office and research at OSU, and summarizing the activities in which she has engaged over her first two months in the position. She then reviewed the metrics by which the Research Office tracks success in attracting funding, conducting research, and generating economic impact. Next, Tumer summarized the main threats the Research Office is tracking and the strategies being pursued to address those threats. The first opportunity is to diversify the university's funding portfolio, which is challenged by increased competition for federal and state funding. Tumer described strategic initiatives in this area, including targeting funding opportunities at heavily funded agencies and providing effective faculty development opportunities to increase success rates. Manning asked what was needed to increase competitiveness for funding available through the National Institutes of Health, and Tumer said one factor is the ability to demonstrate strong interdisciplinary and interinstitutional collaboration. Eder asked about specific strategies to support faculty and increase their competitiveness for research funding opportunities. Tumer said the Research Office has a small faculty development function and would continue to partner with colleges to bolster the supports available in this area.

Tumer spoke about the opportunity to establish OSU as a strategic partner by increasing capacity for doing upfront proposal development work and supporting large collaborations and collaborative teams. In response to a question by Kelly, Tumer said there is potential to build on the visibility OSU receives through such high profile awards as the funding to design and construct the next class of ocean-going research vessels for the National Science Foundation. Pulliams asked about engagement of a federal lobbying firm, and Tumer said the firm helps to strengthen the university's visibility among federal agencies. Tumer described the opportunity to increase OSU's economic impact through pursuit of a

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holistic economic development strategy. Borkar about strategies to increase industry sponsored research, and Tumer noted that initiatives to advance that effort included working with colleges to invest in industry relationship building and exploring hiring an OSU Foundation industry relations director. Tumer said strategic initiatives in this area also include working to embed and incentivize an innovation and entrepreneurial culture at OSU. Lastly, Tumer spoke about the opportunity to reexamine OSU's approach to compliance in the face of increasing federal regulations, working to ensure that systems are flexible and efficient, as well as appropriately targeted to risk levels. She concluded by saying that she would continue to benchmark the structure and operations of the Research Office against peers to identify ways faculty can be better supported in their research activities.

b. Outreach and Engagement Briefing

Kelly introduced Vice Provost for Outreach and Engagement and Director of the OSU Extension Service Scott Reed to present this item. Reed shared that he had recently announced his plan to retire at the end of July, and he thanked the Board for their support during his time in the role. He began by providing an overview of national conversations about outreach and engagement and efforts to envision land grant universities in the 21st century. Reed said this includes an emphasis on access, engaged scholarship, two-way knowledge exchange, reciprocal relationships across institutions, and strong internal and external partnerships. He spoke about the ways in which OSU is distinct among its peers, and he described how the Division of University Outreach and Engagement is organized to help advance the university's outreach and engagement mission. Reed also described how OSU Extension is funded and the efforts to leverage financial resources as well as strategies to expand community capacity by engaging volunteers in delivering services and programs to communities. Next, Reed provided an update on key projects of the division, including continuing the work of Open Campus, maintaining the success of Juntos, and applying to receive again The Carnegie Foundation's Community Engagement Classification. He also described several new initiatives being pursued in response to issues and trends identified as important to Oregonians, including increasing state funding to bolster and develop new focus areas, serving the outdoor recreation economy, and implementing a plan and research agenda for Outdoor School. Reed concluding by discussing opportunities and risks, including realizing value from community engaged scholarship, increasing visibility and relevance to urban populations, and strengthening ties to economic development. Following the report, Pulliams asked whether there were plans to expand the work of Open Campus. Reed said Open Campus would continue to partner with Degree Partnership Programs across the state, and he noted the piloting of a transfer program, Gateway, designed to help community college students transition to four-year institutions. Kelly asked what prompted an increase in external outreach and engagement funding between 2011-12 and 2012-13, and Reed said the university's move to a new grant management system provided the opportunity to identify and track the portion of grants and contracts focused on outreach and engagement. Kelly also asked about efforts to reach the state's increasingly urbanized population. Reed said the division is beginning to shift resources to strengthen capacities in urban areas, noting that the OSU Portland Center will provide space and visibility for this growing work. Trustee Mike Thorne noted the opportunity to strengthen the pipeline to the university through the early engagement of youth in Extension programs. In response to a question by Trustee Kirk Schueler about the percentage of Juntos participants who enroll at OSU, Reed said many students first attended the community college in their local community, and, as some begin to transfer to four-year institutions, staff will have more information about their pathways.

c. Institutional Accreditation

Kelly asked Senior Vice Provost and Accreditation Liaison Officer Susan Capalbo and Director of University Accreditation JoAnne Bunnage to present this item. Capalbo began with an update on the current status of accreditation efforts, noting that OSU is positioned to finalize its Year Seven Self-Evaluation Report and submit it to the Northwest Commission on Colleges and Universities (NWCCU). She said the Self-Evaluation Report serves as the basis by which the university will be evaluated by a team of peer evaluators during the April 15-17, 2019, site visit conducted by the NWCCU. Capalbo emphasized that accreditation is an ongoing process, and the completion of the current accreditation cycle positions the university to begin the next cycle in alignment with the recently adopted Strategic Plan 4.0. She summarized the accreditation process, which, from the perspective of the NWCCU, has moved from a focus on compliance to an emphasis on mission fulfillment. With this in mind, OSU has used the current accreditation cycle as an opportunity for engagement with the university community and both reflection on the university's accomplishments and consideration of future goals. Capalbo said that to demonstrate that OSU is making progress with assessing its accomplishments and meeting its land grant mission and the goals of strategic planning, the accreditation steering committee and subcommittees have identified objectives and indicators of achievement for each core theme and are utilizing Strategic Plan 3.0 metrics and targets to gauge substantive progress and mission fulfillment. During the site visit, the peer evaluators and the NWCCU will be looking for evidence of institutional effectiveness, including the use of measures to inform institutional decision making and strategic planning process, and evidence of student learning outcomes and the use of data to improve programs. Capalbo summarized the accomplishment, opportunities, and challenges across the self-study core themes that will be included in the Self-Evaluation Report. She noted that the team of peer evaluators would want to hear from the Board, which will be coordinated through Board Secretary Debbie Colbert. Bunnage concluded by acknowledging the many individuals who have engaged in the accreditation process and contributed to the Self-Evaluation Report. In response to a question by Kelly, Capalbo said the Self-Evaluation Report would be available at the end of February.

6. Adjournment

With no further business proposed, Chair Kelly adjourned the meeting at 4:16 p.m.

Respectfully submitted,

Jennifer M. Almquist
Assistant Board Secretary