



## MINUTES

**Committee Members Present:** Mike Bailey, Mark Baldwin, Patty Bedient, Rani Borkar (*chair*), Julia Brim-Edwards, Darry Callahan, Michele Longo-Eder, Paul Kelly, Angelo Mandujano-Guevara, Julie Manning, Laura Naumes, Preston Pulliams, Ed Ray (*ex officio*), and Mike Thorne

**University Staff Present:** Ron Adams, Jennifer Almquist, Anita Azarenko, Susan Capalbo, Steve Clark, Debbie Colbert, Ed Feser, Julie Gess-Newsome, Mike Green, Steve Hoelscher, Stephen Jenkins, Terry Meehan, Lauren Skousen, Patti Snopkowski, and Kara Witzke

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

Board Chair Rani Borkar called the meeting to order at 9:30 a.m., asked the assistant board secretary to call the role, and noted a quorum.

### 2. Consent Agenda

#### a. Minutes of the June 1, 2018 Board Meeting

#### b. Minutes of the May 31, 2018 Student-Trustee Roundtable Discussion

A motion was made and seconded to approve the items on the consent agenda. The motion carried.

### 3. Action Items

#### a. New Academic Program: Bachelor of Science in Nursing

Borkar asked Dean of Academic Affairs at OSU-Cascades Julie Gess-Newsome and Interim Assistant Dean of Academic Programs and Student Affairs at OSU-Cascades Kara Witzke to present this item. Witzke introduced the proposed Bachelor of Science in Nursing (BSN), which she said is designed to provide licensed Oregon Registered Nurses (RN) with an associate's degree an opportunity to complete their bachelor's degree in nursing. Witzke said the program is intended to produce qualified nurse leaders to meet a nursing shortage and create a mechanism to increase the diversity of the nursing workforce. It will also help move Oregon toward the Institute of Medicine's recommendation for an 80% BSN-trained workforce in order to meet increasingly complex patient needs in the evolving health care environment. Witzke reported that there is a shortage of BSN-trained nurses in Oregon, and, as of 2016, less than 40% of nurses working in an acute care setting in Central Oregon enter the workforce with a BSN degree. St. Charles Healthcare System (SCHS) in Central Oregon is committed to increasing the percentage of BSN-trained nurses in its workforce and is interested in serving as a partner, along with Central Oregon Community College (COCC), in the OSU-Cascades RN to BSN program.

Next, Witzke provided an overview of the 42-credit program, which will be offered completely online using the university's Ecampus platform. Instructional faculty, besides a new Executive Director, would not be required to retain a physical presence on the OSU campuses. An advisor on the OSU-Cascades campus would provide academic advising. The program will initially be launched as a part-time program that can be completed in as few as 8 quarters, depending on transfer coursework, with two classes each term, which is designed for working nurses who desire to advance their careers while maintaining employment. Witzke explained that although the program is open to all applicants, it is purposefully designed to attract and prepare nurses in Oregon. Additionally, the admissions criteria are designed to increase the diversity of the nursing workforce by providing additional consideration to applicants with particular skills and experiences.

Witzke noted the OSU-Cascades RN to BSN program is designed to be distinctive and complementary to existing offerings in the state. It also draws on expertise in the College of Public Health and Human Science. She emphasized the partnership between OSU-Cascades, COCC, and SCHS, with a focus on recruiting students from COCC and nurses in Central Oregon. The program does not replicate a clinically intensive RN program and instead capitalizes on the RN program already available at COCC. Witzke concluded by saying the program at OSU-Cascades is less expensive than other options in Oregon, which aligns with the university's land grant mission of affordability and access to students through the state and helps diversify the nursing workforce.

During the discussion, Trustee Preston Pulliams asked about strategies for diversifying the applicant pool and for meeting enrollment demands. Witzke said the admissions criteria, based on a point structure, will award bonus points to candidates with second language competency and those who currently work in a rural nursing setting or other high need areas of Oregon. She said the program will work to meet demand by enrolling up to 30 students starting in fall, winter, and spring, leading to approximately 200 students in the program in any given term by the end of the third year of the program. When demand warrants a full-time program and/or face-to-face program, OSU-Cascades will offer a one-calendar-year program. Trustee Paul Kelly asked for more information about the cost of the program at OSU-Cascades compared to other programs in the state. Witzke summarized the other available options compared to OSU's program, which will use the standard tuition rate and per credit Ecampus fee and will not require students to pay differential tuition. Trustee Mike Thorne asked about possible partnerships with Oregon Health & Science University (OHSU), and Witzke said there were early conversations about following the Oregon Consortium on Nursing Education model that would allow students to complete OHSU's reduced credit hour online RN to Bachelor of Science program. However, because COCC already offers the RN degree and because the Central Oregon region cannot support clinical placements in excess of those currently provided to COCC's RN program, staff decided not to pursue that option. In response to an additional question by Thorne about competing with existing programs, Witzke emphasized the shortage of BSN-trained nurses in Oregon, and specifically in Central Oregon, which demonstrates an unmet need that the

OSU-Cascades program will help address. Provost Ed Feser added that it is possible the program will face opposition when presented to the Statewide Provosts Council, but he said the proposed program at OSU-Cascades was best suited to meet the needs of Central Oregon. He noted that it will be important to continue conversation with OHSU as the program moves toward approval of the Higher Education Coordinating Commission (HECC). President Ed Ray underscored the unmet need in the region and the unique positioning of OSU-Cascades, in partnership with COCC and SCHS, to address that need. In response to a question by Trustee Mike Bailey, Witzke provided an overview of the differences between RN and BSN programs, noting that the benefits of investment in a baccalaureate-educated workforce include the potential to improve the quality of health care, reduce expensive patient complications, and prepare nurses as leaders in healthcare. Trustee Mark Baldwin emphasized the importance of making a compelling argument for the program's contributions, particularly to the region, and Gess-Newsome agreed, noting that nurses are not applying to the existing BSN programs in Oregon at a rate needed to meet the existing need for BSN-trained nurses in Central Oregon. She said the strong partnership with COCC and SCHS creates a more viable and affordable option for Central Oregon nurses.

Following discussion, a motion was made and seconded to approve the establishment of a bachelor of science in nursing, effective fall 2019, pending the support of the Statewide Provosts Council and the approval of the HECC. The motion carried. After the motion, Ray said there would continue to be a need to articulate the value of OSU-Cascades and the role of the campus in meeting otherwise unmet needs in Central Oregon. Trustee Paul Kelly suggested this as a topic for discussion at a future meeting of the Academic Strategies Committee in order to provide additional context for new degree programs proposed at OSU-Cascades. Feser added that it is important to discuss not only the university's presence in Bend, but also ways in which Oregon State will need to navigate conversations with the other public universities about an expanded presence in Portland. Thorne also noted the state's land grant mission and existing capacity to effectively address unmet needs across the state. Feser said the university would continue to work toward the goal of maximizing the number of degree pathways available to students and to collaborate with the HECC in setting the vision for the future of higher education in Oregon. Borkar concluded with support for continued discussion on the topic.

**b. Capital Project Budget and Amendment**

Borkar asked Vice President for Finance and Administration and Chief Financial Officer Mike Green and Associate Vice President for University Facilities, Infrastructure and Operations Anita Azarenko to present this item. Green began by saying the university is seeking approval of two capital projects—an increase to the budget for the Marine Studies Building and approval of a capital budget to renew Finley Hall. He said that since the university had combined two projects related to the Finley Hall renovation in order to maximize potential savings, the total combined project cost of \$10.5 million necessitates Board approval.

Azarenko first presented the Marine Studies Building project, noting that the

original cost estimate developed in spring 2015 totaled \$50 million--\$25 million in state-paid bonds and \$25 million in gifts. The university completed in June 2017 the schematic design phase for the building including program requirements and provision for seismic resilience and vertical tsunami evacuation. These design elements and market conditions resulted in a total project cost of \$64.9 million. Azarenko said university leadership is recommending a more fiscally conservative approach and modified plan with a total project cost of \$61.7 million. The revised plan is to meet immediate and near-term needs for the building while providing flexibility for future programmatic demands by modifying the second floor design to accommodate an open-office concept and shelling out the third floor for future completion. In response to a question by Trustee Darry Callahan about the future flexibility of the third floor, Azarenko said that it will include the full infrastructure needed to accommodate a wide-range of possibilities so that as new programs are developed, more students are enrolled, and new faculty are hired the footprint for the third floor can be developed. She said the budget increase would be financed through OSU-paid bonds and additional gifts, noting that the project uses a portion of the revenue bond debt capacity that was projected to be issued in the 10-Year Business Forecast, which will reduce the debt capacity available for other future projects. Bailey asked about the financial ratios, and Green said the impact would be minimal and specific adjustments to the reduction in debt capacity available for other projects would be included in the next update of the forecast. Trustee Michele Longo Eder expressed her appreciation of the university's efforts to respond to the changing conditions and asked whether the capacity existed to pursue the full design estimated at \$64.9 million. Green said that while it may be possible, university leadership is recommending an approach that is fiscally conservative while still meeting immediate and near-term needs. He added that the \$61.7 million includes approximately \$5 million in contingency funds, which may be able to be used to add back design elements as the project progresses. Eder asked trustees to consider the possibility of approving an increase to the budget to cover the entire \$64.9 million. Trustee Patty Bedient asked about the timing of expenditures with the goal of avoiding further escalation in material costs and labor shortages, and Green said the funds would be expended over the next two years. Bedient expressed her support for the phased plan and asked Green and Azarenko to continue to keep trustees apprised, even if future budget increases fall under the university's delegated authority.

Next, Azarenko presented the request for approval of a \$10.5 million capital budget to address deferred maintenance and capital renewal needs of Finely Hall, a residential dormitory managed by University Housing and Dining Services (UHDS). She said an initial investment of nearly \$5 million in summer 2018 begins infrastructure improvements and facility renewal and improves accessibility. In summer 2019, a \$5.5 million investment would complete improvements. Azarenko noted that these estimated costs were included in the 10-Year Business Forecast that was accepted by the Board in January, and the 2018 phase of the project fell under the university's delegated authority. While the university has combined the two projects into one in order to maximize potential savings, it is not obligated to complete the 2019 phase at this time. Azarenko concluded by saying the funding for the project will come from funds

set aside by UHDS to address capital improvements and renewal. Callahan said he was pleased to hear that university leadership continues to use the 10-Year Business Forecast to guide decisions.

Following the presentation and discussion, a motion was made and seconded to approve the capital project budget of \$61.7 million for the Marine Studies Building and \$10.5 million for the Finley Hall capital renewal project. The motion carried.

**4. Adjournment**

With no further business proposed, Chair Borkar adjourned the meeting at 10:30 a.m.

Respectfully submitted,

Jennifer M. Almquist  
Assistant Board Secretary