



MINUTES

Committee Members Present: Mike Bailey, Patty Bedient, Rani Borkar (*chair*), Julia Brim-Edwards, Darry Callahan, Michele Longo Eder, Lamar Hurd, Khawater Hussein, Paul Kelly, Julie Manning, Ed Ray (*ex officio*), Kirk Schueler (*vice chair*), Stephanie Smith, and Mike Thorne

University Staff Present: Charlene Alexander, Jennifer Almquist, Sherm Bloomer, Jon Boeckenstedt, Susan Capalbo, Steve Clark, Debbie Colbert, Ed Feser, Mike Green, Roberta Marinelli, Lauren Skousen, and Irem Tumer

Guests: Terry King (*facilitator*), Jon Stirek (*chair, OSU Foundation Board of Trustees*)

1. Vice Chair's Welcome

Vice Chair Kirk Schueler welcomed trustees and staff to the retreat. He then provided an overview of the format for the day. He said the retreat was designed to build on the Board's previous conversations about the strategic imperatives of Oregon State University as delineated in Strategic Plan 4.0 (SP4.0) and the Ten-Year Business Forecast. Schueler said that no decisions would be made and that the retreat was an opportunity to think, reflect, and engage in open dialogue, with the aim of developing an action plan for university leadership to analyze a limited number of initiatives that could be potentially transformative in strengthening OSU's financial position, and report back to the Board.

2. Facilitator's Introductory Remarks

Retreat Facilitator Terry King presented an overview of the day's activities. He noted that the intent was to identify the most significant internal and external impediments ("headwinds") and stimuli ("tailwinds") that are influencing OSU's ability to deliver its mission and to identify and prioritize a limited number of potential transformational initiatives to overcome the headwinds and harness the tailwinds.

3. Strategic Imperatives and SP4.0

Provost Ed Feser spoke about the development of SP4.0, which he said considered current opportunities and challenges, refined areas of strategic focus, clarified goals, and informed the identification and prioritization of actions over the next five years. He then discussed each goal, selected actions and tactics, and the plan for implementation. Vice President for Finance and Administration Mike Green provided an overview of the variables and assumptions in the Ten-Year Business Forecast. Following these remarks, trustees engaged first in small-group discussions and then in a large-group discussion, which focused on exploring internal and external impediments and stimuli. Discussion focused on a number of opportunities and challenges and the institutional strategies that would be necessary to help OSU achieve its strategic goals. Following discussion, Feser summarized

OSU's current and planned operational and strategic initiatives to address the potential barriers that had been identified.

4. Headwinds, Tailwinds, and Transformational Initiatives

King introduced the session, which he said was designed to engage participants in thinking about potential transformational initiatives to help OSU realize its strategic goals. Chair Rani Borkar encouraged trustees to be unencumbered and broad in their thinking. Trustees engaged first in small-group discussions and then shared their ideas as part of a discussion among the larger group. They talked about opportunities and challenges and explored a range of transformational initiatives, including exploring new financial strategies, developing flexible paths to pursue education, and forming innovative partnerships. Schueler closed the discussion by describing next steps, sharing that the plan is for the provost and staff to sort the headwinds, tailwinds, and ideas into themes and compare the ideas against work the university has underway or planned. He said this summary would be brought back to the Board for further discussion at the January 2020 meetings.

5. Debrief

Borkar summarized they day's discussion, reflected on the range of transformative ideas generated, and emphasized the importance of continuing the momentum through further research and discussion. In conclusion, Borkar thanked participants for their engagement.

6. Adjournment

There being no further business, the retreat was adjourned at 4:30 p.m.

Respectfully submitted,

Jennifer M. Almquist
Assistant Board Secretary