



## MINUTES

**Committee Members Present:** Mike Bailey, Michele Longo Eder (*vice chair*), Ed Feser (*ex officio*), Pat Reser, and Cindy Sagers (*ex officio*)

**Other Trustees Present:** Mark Baldwin, Patty Bedient, Rani Borkar, Julia Brim-Edwards, Darry Callahan, Brett Morgan, Ed Ray, and Mike Thorne

**University Staff Present:** Ron Adams, Jennifer Almquist, Sherm Bloomer, Susie Brubaker-Cole, Susan Capalbo, Steve Clark, Debbie Colbert, Becca Gose, Mike Green, Susana Rivera-Mills, Clay Simmons, Patti Snopkowski, and Marcia Stuart

**Guests:** Scott Barnes (*vice president and director of intercollegiate athletics*), Norm Hord (*head, School of Biological and Population Health Sciences*), Patrick Hughes (*chief risk officer*), Megan MacDonald (*assistant professor, School of Biological and Population Health Sciences*), and Roberta Marinelli (*dean, College of Earth, Ocean, and Atmospheric Sciences*).

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

Committee Vice Chair Michele Longo Eder called the meeting to order at 8:03 a.m., asked the assistant board secretary to call the roll, and noted a quorum.

### 2. Provost's Report

Provost and Executive Vice President Ed Feser reported that the university is preparing to graduate a record 6,807 students receiving 7,097 degrees during its 148<sup>th</sup> commencement ceremony on June 17, 2017. He also shared that tenure and/or promotion was awarded to 86 tenure stream faculty and 50 non-tenure stream faculty who are each making significant contributions to the university and their disciplines

Feser reported that preliminary planning for Fiscal Year 2018 operating budget allocations had been completed and guidance had been distributed to college and administrative units. The planning process included a review of funding priorities, a focus on maintaining the university's instructional and research missions, and an effort to sequence spending to distribute investments in key areas over time. Feser noted that reductions would be managed through a variety of strategies, such as reducing services and supplies expenditures and not filling vacancies resulting from departures. He added that differential reductions will occur across academic and administrative units, with reductions averaging about 2.1% in colleges and 3.6% in administrative units. President Ray noted the difficulty in balancing discussions about the university's efforts to address the budget shortfall and to minimize impact with a need to acknowledge the severity of the budget cuts and the missed opportunities created by reductions. He added that the university will work to be the best

steward possible of available resources and will continue to lobby legislators to increase spending on higher education.

Next, Feser pointed to the status report on new and existing academic program reviews and accreditations in progress. He reported that 12 academic program proposals were under preparation and review, 25 degree programs underwent 10-year external reviews in 2016, and two professional academic programs were under review by their accrediting bodies. Feser concluded his report by stating that the INTO OSU Board would be meeting in Bend later in the month. This marks ten years of the partnership.

### 3. Consent Agenda

#### a. Minutes of the May 2, 2017 Academic Strategies Committee Meeting

A motion was made and seconded to approve the minutes of the May 2, 2017, Academic Strategies Committee meeting. The motion carried.

### 4. Action Item

#### a. New Academic Program: Master of Adapted Physical Education (MAPE)

Norm Hord, head, School of Biological and Population Health Sciences and Megan MacDonald, assistant professor, School of Biological and Population Health Sciences presented the proposed Master of Adapted Physical Education (MAPE). Hord began the presentation by describing the schools and programs within the College of Public Health and Human Sciences. MacDonald went on to share that the new degree would make OSU's Kinesiology program unique across the country and would help strengthen recruitment efforts and the ability to receive future federal training grants. She pointed to OSU's Physical Education Teacher Education (PETE) master's-level program, which has been in existence for over 20 years, as the foundation for the MAPE program. Efforts have been underway since 2012 to merge the PETE curriculum and the curriculum for the Adapted Physical Activity concentration to more effectively meet the needs of public schools locally and nationwide. MacDonald stated that the result of formalizing the efforts to merge these concentrations will make the Master of Adapted Physical Education the only program in the state to offer an adapted physical education endorsement. She added that the degree will better prepare OSU students in both general and adapted physical education, citing a 2011 report that indicated 95% of children with disabilities were educated in general school buildings.

In response to a question by Eder about demand for the adapted physical education endorsement, MacDonald reported that, during the previous two academic years, 100% of the program's graduates were employed prior to graduation. Trustee Pat Reser asked about opportunities for both pre-service teachers outside of Corvallis and any in-service teachers to obtain the endorsement. Hord said that the first iteration of a proposal to offer the program through Ecampus had not been reviewed favorably, but he added that the faculty would continue to work on this option. Trustees also discussed experiential learning opportunities, and MacDonald shared that student were exposed to a number of applied settings, such as school-based field experiences and the upcoming Special Olympics Oregon Summer State Games.

Following discussion, a motion was made and seconded to approve the establishment of a Master of Adapted Physical Education (MAPE) in Kinesiology, effective summer 2017, pending the approval of the statewide Provosts' Council, the Higher Education

Coordination Commission, and the Northwest Commission on Colleges and Universities. The motion carried.

## 5. Education/Discussion Items

### a. Strategic Academic Planning

Vice Chair Eder reminded the committee that the regular status report on new and existing academic program reviews and accreditations in progress delivered by the senior vice provost was included in the materials under the Provost's Report. In lieu of that report, Eder invited Provost Feser to provide an overview of strategic academic planning at a high level. Feser introduced the topic by presenting the goals of a strategic approach to academic planning that moves away from individual decisions toward the creation of a portfolio of academic programs that serves the university over time. He noted the importance of aligning the instructional, research, and engagement missions with resources, particularly given shifts in the university's financial model as a result of declining state funding. Feser stressed the importance of maintaining a mix of programs that meet OSU's land grant mission and the mandate for distinctiveness across the state, the nation, and the world. He also described the need to maintain a diverse mix of program offerings as well as to conduct regular assessment to adjust as needed.

Next, Feser described the five components that are essential to building a strong portfolio: unit planning, program review, enrollment planning, central review, and accreditation. He noted that changes often originate within units as faculty respond to shifts by making instructional and curricular changes. Eder remarked on the benefit of hearing about these various components in order to better contextualize the Board's role in approving changes to academic programs. Feser stated that the process was not yet as nimble as it could be, but he added that faculty and the Faculty Senate are working to determine the appropriate amount of scrutiny to apply to various changes in order to streamline both program development and smaller curricular changes and to increase the rate of innovation. He also noted that most of the action that drives change works from the bottom up as faculty carry out their craft. President Ray added that faculty have a passion for educating students and are invested in their success, and they should be recognized for their commitment.

Feser then described the importance of linking academic planning and university strategic planning in order to bring together instruction, research, and engagement. He also described the importance of situating academic planning in the context of the ten-year operating and capital forecasts, the five-year enrollment growth plan, and the fundraising campaign plan. Feser concluded his presentation by stating that the Provost's Office would continue to provide the Board with briefings that would help them more easily interpret specific requests in a broader context. He also noted that committee members may benefit from learning more about the planning approach used in Ecampus, which involves a methodology for assessing demand and determining whether or not to develop a particular program.

Following the presentation, Trustee Patty Bedient asked about the extent to which academic planning at OSU was similar to or different from other institutions. Feser reported that there were many similarities; however, there may be ways to become more strategic with our approach. Trustee Rani Borkar noted the complexity of portfolio management and commended the Provost and other staff on having a solid framework and committing to constant innovation. She added the importance of balancing the need

to develop programs that align with assessments of demand and to try to remain ahead of anticipated future demand. Reser also noted the importance of working within resource limitations without diminishing creativity. Feser stated that there was a need to experiment with an optimal mix of programs that maintained room for a level of acceptable risk.

**b. Spotlight: College of Earth, Ocean, and Atmospheric Sciences**

Vice Chair Eder reminded the committee that they had heard from a panel of deans at their March 16, 2017 meeting, and, following that discussion, requested additional opportunities to interact with deans to learn more about efforts within their colleges. She then asked Dean Roberta Marinelli to introduce the College of Earth, Ocean, and Atmospheric Sciences (CEOAS). Marinelli provided an overview of the college, noting that OSU's oceanography program is ranked third by the World Council University Ranking and that the faculty are widely regarded as being well-positioned to do cross-disciplinary research. She added that the over 100 faculty in the college have recently brought in \$40M in research grants. Marinelli noted that the research intensity within the college and their engagement in graduate education contribute to OSU's ranking as a Research I university.

Next, Marinelli described the college's key strengths, which she identified as faculty excellence and experiential learning. Marinelli stated that many faculty are attracted to OSU because of the collegial environment, and they are involved in making fundamental discoveries and are regularly recognized with prestigious awards. Additionally, CEOAS faculty have been successful in obtaining resources to build world-class research infrastructure, such as the next class of ocean-going research vessels for the National Science Foundation, the infrastructure for the Ocean Observatories Initiative, and a repository for a collection of oceanic sediment cores. Marinelli also noted that faculty are engaged in an inclusive, engaging, and intensive approach to experiential learning at both the graduate and undergraduate levels. She added that the Marine Studies Initiative has fostered important partnerships for students and faculty across disciplines.

Marinelli concluded her presentation by describing the college's strategic direction moving forward. She pointed to declining federal support as a driver for pursuing innovation and redefining relationships between researchers and funding agencies. To position the college to face these new challenges, Marinelli said she will be leading an internal study that will be followed by an external review. Following the presentation, Reser asked about the opportunities and challenges associated with being a leader in the development of research infrastructure. Marinelli said that it is important to make smart investments in infrastructure because it supports the ability to conduct world-class research, but it also requires ongoing maintenance. Ray congratulated Marinelli for fostering a culture of innovation, creativity, and entrepreneurship, and Eder remarked on the commitment of CEOAS faculty to support student experiential learning.

**c. Registrar's Annual Report: 2017 Graduating Class**

University Registrar Rebecca Mathern provided highlights from the Registrar's annual report on the graduating class. Mathern reported that a record-breaking 6,807 graduates were expected to receive 7,097 degrees, including 5,590 baccalaureate degrees, 1,066 master's degrees, and 311 doctor of philosophy degrees. Graduating students represented all 36 Oregon counties, all 50 states, and 68 countries. Mathern noted several highlights, including surpassing 7,000 degrees for the first time, increasing the

number of doctor of philosophy degrees by nearly 30% since 2016, and planning for a record-breaking 4,065 candidates for degree to attend commencement. Mathern also reported that the 2017 graduating class included 964 Ecampus graduates and 335 graduates at OSU-Cascades. Trustee Julia Brim-Edwards asked about the availability of disaggregated data on time to degree. Mathern replied that the Registrar's Office is implementing systems to better track students by cohort year, and Board Secretary Debbie Colbert added that completion data will be included in the Provost's report in the fall.

**d. Athletics Update**

Vice Chair Eder reminded the committee that they had been introduced to Vice President and Director of Intercollegiate Athletics Scott Barnes during their May telephonic meeting. She then invited Barnes to share with the committee his philosophy and initial areas of focus. Barnes stated that he would present a more formal report in October and that the purpose of this initial conversation was to provide an overview of his approach to his new role. He shared that he views Athletics as analogous to the front porch of a house; while it is not the most important room, it is the most visible. Barnes shared that one of the most memorable events he had experienced since he arrived in February was the Everyday Champions Academic Achievement Dinner celebrating the achievements of student-athletes in the classroom. He added that this year, for the first time, 15 out of 17 teams achieved a GPA of 3.0 or higher. Barnes also shared the accomplishments of student-athletes on the field, noting some of the significant achievements of teams during their seasons as well as Oregon State University's win against the University of Oregon in the Civil War Series, which includes tracking wins across ten different sports.

Barnes then provided an overview of ongoing efforts to support the holistic development of student athletes through excellence in the classroom, in competition, and in work and life. He described the Beavers Without Borders program, which involves student-athletes participating in service trips, and the various signature programs that support, mentor, and engage student-athletes. Barnes also reported that he has initiated an organizational assessment to ensure Athletics is well-aligned, nimble, and effective, and to determine what the current culture is and what those involved in Athletics would like it to be. He added that the strategic plan within Athletics would be linked with the university's strategic plan. Reser asked about the involvement of student-athletes, and Barnes said that they would be engaged in the strategic planning process. In response to a question from Trustee Mike Bailey about support for female student-athletes, Barnes expressed commitment to female athletes and provided an overview of the allocation of scholarships and OSU's compliance with Title IX.

**e. Risk Management Report – Lab Safety**

Vice Chair Eder reminded the committee that lab safety was one of the risks identified by the university and assigned to the Academic Strategies Committee. She then invited Provost Feser, Interim Vice President for Finance and Administration Mike Green and Chief Risk Officer Patrick Hughes to present this item. Feser introduced the topic by saying that lab safety is a shared responsibility between academic and administrative units. Green added that, with over 1700 research labs, ensuring that the university has the appropriate safety program in place is a large undertaking. In order to mitigate lab safety risk, additional staff have been added to Environmental Health and Safety.

Next, Hughes provided an overview of progress on efforts to mitigate lab safety risks, noting that while this is a high-risk area, the methods of mitigation have produced positive results. He reported that the objectives of the mitigation plan included delivering effective training programs, performing safety inspection validations, improving and updating inventory procedures, and ensuring compliant storage and disposal. Hughes added that a standalone Lab Training Manager position was created to oversee implementation of this plan. He then provided additional detail about the actions to satisfy the mitigation plan objectives, including developing an improved process to identify employees in labs in order to determine what training is needed and to track completion; updating short- and long-term lab safety requirements, procedures, and policies; and maintaining a calendar based on lab risk categories to ensure completion of lab assessments.

Bailey asked about lab safety protocols at OSU-Cascades and the Hatfield Marine Science Center, and Hughes said that Environmental Health and Safety staff have been working with faculty at both locations to help ensure the consistency of safety procedures across all labs. In response to a question by Borkar about a framework for lab safety, Hughes noted that the standardization of policies and procedures has improved the ability of faculty with research labs to more efficiently and effectively conduct their own assessments between those scheduled with Environmental Health and Safety staff. General Counsel Becca Gose added that the compliance program now in place is more robust than what previously existed, and it balances the authority that resides with faculty who manage labs and the expertise that exists within Environmental Health and Safety.

**6. Adjournment**

With no further business proposed, Vice Chair Eder adjourned the meeting at 10:43 a.m.

Respectfully submitted,

Jennifer M. Almquist  
Assistant Board Secretary