



The Board of Trustees of Oregon State University

Meeting of the Academic Strategies Committee

August 19, 2016

President's Conference Room, Kerr 640

Oregon State University

Corvallis, Oregon

MINUTES

Committee Members Present: Paul Kelly (*chair*), Ron Adams (*ex officio*), Mike Bailey, Michele Longo Eder (*vice chair*), Preston Pulliams, Pat Reser, and Cynthia Sagars (*ex officio*)

Other Trustees Present: Brett Morgan

University Faculty and Staff Present: Susie Brubaker-Cole, Susan Capalbo, Debbie Colbert, Jennifer Dennis, Becca Gose, Mike Green, Mark Huey, Joyce Loper (*associate dean, College of Agricultural Sciences*), Clay Simmons, Patti Snopkowski, and Marcia Stuart

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

Committee Chair Paul Kelly called the meeting to order at 9:34 a.m. The assistant board secretary called the roll and Chair Kelly noted a quorum.

2. Consent Item

a. Minutes of the June 2, 2016 Meeting

A motion was made and seconded to approve the minutes of the June 2, 2016 Committee meeting. The motion carried.

3. Action Item

a. Academic Program Termination: Master of Agriculture

Kelly asked Associate Dean, College of Agricultural Sciences, Joyce Loper to present the item to the Committee. Dean Loper provided an overview of the College of Agricultural Sciences and its departments and the context within which the college was proposing to terminate its Master of Agriculture degree program. She noted the continuing decline in enrollment in the program and reported that the college's proposal had gone through the full academic program review process, including all appropriate University committees and the Oregon State University Faculty Senate.

Following a brief discussion, a motion was made and seconded that the Academic Strategies Committee recommend to the Board for its approval the termination of the Master of Agriculture degree (M.Ag.), effective fall 2016, pending the approval of the Higher Education Coordinating Commission and the Northwest Commission on Colleges and Universities. The motion carried.

4. Education/Discussion Items

a. University Risk Management – Topics Assigned to the Committee

Kelly asked Chief Audit Executive Patti Snopkowski to introduce the agenda item. Snopkowski reminded the Committee that OSU senior leaders initiated “University Risk Management” in 2015. The goals of URM are to identify top risks that may hinder OSU's ability to achieve the objectives outlined in Strategic Plan 3.0, to implement activities intended to mitigate each risk the University identified, and to provide senior University leadership and the Board with a tool to monitor progress in implementing the risk mitigation activities.

Snopkowski said the University's leadership presented to the Executive & Audit Committee a list of what senior University leaders had identified as the top risks, those issues most likely to hinder OSU's ability to meet University-wide objectives. The EAC reviewed a model for developing action plans to mitigate top risks and assigned the risks to the three Board committees, based on alignment with each committee's charter and work load. She noted that the action plans would be refined over the next year, particularly with regards to establishing goals and metrics. She said the goal of her presentation and those of her colleagues was to familiarize the Committee with the proposed approaches to mitigation, noting that staff responsible for risk mitigation have either already developed more detailed plans or were in the process of developing them.

Snopkowski called on Vice Provost for Student Affairs Susie Brubaker-Cole to speak to the mitigation plan and performance metrics for the identified risk, “Student Preparedness, Success, and Inclusion.” Brubaker-Cole summarized the chart that the risk mitigation team for this topic had prepared, focusing on the objectives to be achieved, the actions to satisfy the objectives, and the performance metrics to be used to determine whether the objectives are being met. Trustee Pat Reser asked whether the OSU Foundation had become involved with the Student Success Initiative. Brubaker-Cole said that the Foundation was involved and that the plan for fundraising in support of the initiative was nearly in place. Trustee Mike Bailey asked about plans for engaging faculty in one aspect of experiential learning, research. Brubaker-Cole said that, as a best practice for experiential and peer-to-peer learning, the initiative was looking at increasing the number of students engaged in individual labs, rather than the number of faculty taking on single students in their labs. Colbert noted that Trustees would be looking more closely at the initiative as part of their discussion at the Board Retreat in October. Committee Vice Chair Michele Longo Eder noted that a goal of 70% by 2020 for OSU's overall six-year undergraduate graduation rate seemed low in comparison to our peers but understood that the goal was a start at improvement. She asked whether it were possible to get information about the timeframes our aspirational universities worked under to achieve what they have accomplished. Interim Provost Ron Adams said that staff would provide a national perspective on first-year retention and six-year graduation rates at the October retreat.

Chief Compliance Officer and Interim Executive Director, Equal Opportunity and Access, Clay Simmons summarized the risk topic, “Title IX Gender-based Violence Prevention, Support and Response.” He said that the objectives in the mitigation plan were derived from resources provided by the U.S. Department of Education's Office of Civil Rights. General Counsel Becca Gose noted that OSU works with the Benton County district attorney's office to develop methods of coordination and effective collaboration. Trustee Bailey asked about the level of due process provided by the investigation process.

Simmons said that the procedures put into place by the Office of Equal Opportunity and Access provide a fair process for all parties involved in an investigation and that staff review the process on a regular basis to determine whether it might be improved.

Interim Vice President for Finance and Administration Mike Green summarized the mitigation plan for the risk topic, "Critical Employee Training." He said that actions proposed to satisfy the plan's objectives will cut across several other risk areas. Green also provided a summary of the mitigation plan proposed to address the risk topic, "Lab Safety." He said that work on developing performance metrics for the plan was underway and that the Committee would review them at a future Committee meeting.

b. 2016 Board Assessment Results

Kelly asked Board Secretary Debbie Colbert to summarize the results of 2016 Board Assessment and highlight the results of responses to questions related to the Academic Strategies Committee. Colbert said that the average of the response "scores" for the assessment statements suggest that Trustees are familiar with their responsibilities, experience a high level of engagement, and feel supported in their efforts. She noted that Committee members who responded unanimously agreed strongly with the statement, "Committee members actively participate in discussions," and the statement, "Committee members listen to and value each other's comments." Overall, Trustees indicated they believe that strong relationships and a positive culture exist at all levels of their interactions and that Board and Committee leadership is highly effective. Colbert called out some of the ideas that individual Trustees would like to see the Board focus on, including issues raised in the public comments period, a review of cost drivers, and ways to increase diversity on the Board. Colbert also called out specific comments that Committee members made to the survey's open-ended question on ideas for future Committee meetings. She said that individual Committee members recommended that more time be available during Committee meetings to discuss the Committee's responsibilities and role and that staff prepare reports at each meeting for programs, colleges, centers and institutes that are proposed or under review.

Trustee Brett Morgan recommended that a discussion of the assessment results be placed on the agenda for the October 2016 Board meeting so that they could be discussed by the Board as a whole, rather than only by each Committee.

c. Committee Charter Amendment

Kelly asked Colbert to summarize the background for a proposed amendment to the Committee Charter. Colbert provided a brief summary of the proposed changes to the Committee's charter, noting that the purpose of the proposed changes was to remove outdated references to achievement compacts, which are no longer required by statute; remove language referring to the creation, merger or closure of centers or institutes, which fall under the purview of the research enterprise; better reflect the Committee's board oversight role; and delegate academic program approval to the Committee. Colbert reminded the Committee that the Board had not approved an earlier proposal in 2014 to delegate academic program approval to the Committee but noted that the Committee's review of academic program proposals had demonstrated a thorough and careful execution of the Committee's responsibilities in this regard. She also noted that, as the Board meeting agenda continues to move toward more strategically focused discussions, the two-step review and approval process may now be seen as redundant and a burden to the Board docket that does not appear to add value. Committee

members expressed support for the proposal to be placed on the October meeting agendas for the Committee and the Board.

d. 2017 Committee Work Plan

Kelly opened the discussion of the Committee's draft work plan and asked Interim Provost Adams to describe how the draft work plan would align with the development of Strategic Plan 4.0. Adams said that he is in the early stages of planning the launch of SP4.0. He said his goal over the next academic year is to develop a process for launching the plan under a new, permanent provost, following that individual's recruitment. In considering the work plan, Trustee Preston Pulliams asked where matters related to diversity and social justice appear in the work plan. Colbert said that the work plan under development for the Board would include presentations and discussion on diversity, inclusion, equity and social justice. Faculty excellence and the capital required to invest in new faculty recruitment and retention were topics proposed during the discussion. Kelly recommended staff bring a revised work plan to the Committee for its October 2016 meeting.

e. Committee Meeting Schedule

Kelly asked the Committee to consider the proposed number of meetings for 2017, noting that there was a meeting scheduled for the day before each regularly scheduled meeting of the Board and that the Committee could hold additional meetings by teleconference should the need arise. The Committee agreed with the proposed meetings as presented and spoke about the comfort members feel in participating in teleconferences, if the need arises for additional meetings between regular Board meetings.

5. Adjournment

With no further discussion or business proposed, the meeting was adjourned at 11:31 a.m.

Respectfully submitted,

Mark C. Huey
Assistant Board Secretary